

ITALIA

FIGC

SUSTAINABILITY REPORT 2012

FEDERAZIONE ITALIANA GIUOCO CALCIO



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LETTER BY THE PRESIDENT OF THE ITALIAN FA

Just like the most important sporting events, this Sustainability Report of the FIGC - Federazione Italiana Giuoco Calcio (Italian Football Association) represents another important challenge won. We don't have other trophies to display, but as I write these words I am proud to be at the helm of one of the most important football associations in the world, more and more accustomed to being a precursor in the pursuit of high value innovative projects. For the very first time in Italy and in the world a football association projects itself and its activities in a clear and timely manner, laying the foundations for a national and international methodological innovation. The dedication so resolutely lavished for the growth and modernization of football in Italy has been the driving force behind the behaviour, conduct and action of all those who make up the Association and its every part. This Sustainability Report issues forth from these premises and is intended to be an element of innovation and a stimulus for the world of football, acting as an instrument of transparency towards all those involved in the Association's activities in a direct or indirect way. The FIGC is a complex body that pursues different yet complementary interests. This selfsame complexity gave birth to the willingness to make use of a renewed Sustainability Reporting tool, not only as a duty we owe to our stakeholders, but also with a view to a better representation of the internal value of the product. This reporting document constitutes the point of departure for a cultural and managerial evolution needed in order to fulfill the goals we have set over the short and long term. This moment in history dictates the need for alert and global management attentive to the micro and macro variables of the external environment. A new technical approach and mounting dedication to the development of the 15 Men's and Women's National Teams, the focus on grassroots activities, the need to provide a transparent report on activities and an analytical economic-financial report (ReportCalcio), and the value enhancement of the technical, cultural and historical patrimony are but a few of the points on

which all the structures of Association work each day. While the scenario in which FIGC works today appears particularly complex, now more than ever before do we feel the need to trace a challenging path that will commit us to ongoing improvement and the reaching of more and more important targets. Great indeed is the responsibility stemming from the awareness of being the touchstone for a community hardly able to be described in quantitative terms. The ongoing interaction between the Association and its stakeholders is one of the fundamental aspects so information may be channeled and conveyed in keeping with the simple principles of propriety and transparency. This Sustainability Report is structured in such a way as to highlight the institutional and social functions performed, especially when considering that for an organization such as ours the final amounts itemized in the end-of-year financial statement neither suffice nor are suitable for presenting the activities and endeavors managed and fielded for the good of our stakeholders and the football system at large. Creating value doesn't come about only through the proper management of finances and assets. It also takes place through the measuring and reporting of ethical and social aspects, thereby representing not the price of the administration, but, when you look at it closely, the intrinsic value characterizing the organization at large. Commitments towards an organic presentation of our results does not begin now, but only now do they assume true substance together with the willingness to lay the groundwork for a regular Sustainability Report in years to come, ever more timely and in conformity with those guidelines raised to the level of international standards. I wish to extend my sincere thanks to all the structures of the Association that cooperated and contributed with ever increasing dedication to this first edition of the Sustainability Report, certain as we all are of being able to open a new and important path towards the social enhancement of football on both the national and international levels.





METHODOLOGICAL NOTE

REFERENCE GUIDELINES

This 2012 Sustainability Report (hence “Report”) of the Italian Football Association (hence “FIGC” or “Association”) is a first ever edition of such a report and has been drafted in accordance with version 3.1 of the the Sustainability Reporting Guidelines prepared by the Global Reporting Initiative (GRI), with a level C application.

SYSTEM AND PROCESS

The Report is the result of an articulate process carried out by a working group composed of FIGC personnel from different departments representing all the fields of interest related with the Sustainability Reporting of the Association. Moreover, in light of the complexity of the task at hand, PricewaterhouseCoopers provided assistance in the definition of the benchmark context.

REPORTING PERIMETER

This Report presents and illustrates final data relative to 2011 and is called the Sustainability Report 2012 because the Association deems the date when it is made public to be important. Therefore, also to be consistent with other publications that have become “institutional” ones (e.g. ReportCalcio), the indication of the year of publication, 2012, was preferred. The data and information in the Report refer to the activities of the FIGC and its subsidiary Federcalcio S.r.l. during the corporate year from 1/1/2011 to 31/12/2011, and, when available, data from previous years for comparative purposes. The information relative to sporting events refers to the 2010-2011 season and, where available, to the previous season for comparative puposes. Possible exceptions to the aforementioned criteria are stated in the different sections. The economic data come directly from the FIGC financial statement.

COMPILATION PRINCIPLES

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

Stakeholder Inclusiveness, Materiality, Sustainability Context - Identified in the wake of an accurate mapping of stakeholders were relations, involvement activities and their results, as well as the contents to be included in the Report.

Balance - The data are presented in an objective and systematic manner. The representative indicators of the results reflect performance measurement regardless of improvement or deterioration compared to previous periods.

Clarity - To faciliate reader consultation, in the editorial approach to the document we have opted for language that is as straightforward as possible and a presentation of data with images, charts and tables that render the document all the more intelligible.

Accuracy - The data went through an internal review and approval process that involved the heads of the various Association departments and offices.

Timeliness and Reliability - The Sustainability Report will be published on an annual basis and the channels of institutional communication customarily used by the FIGC will be used for its dissemination.

Diffusion - This Report has been prepared in Italian and English and is accessible on the FIGC website (www.figc.it) and on the digital platform Calcio e-Library (<http://biblioteca.figc.it>).

Terminology - A complete list of all terms used in the Italian FA context has been edited and translated (page 110).

GRI CONTENT INDEX

This 2012 Sustainability Report has been drafted according to the **Sustainability Reporting Guidelines version 3.1** prepared by Global Reporting Initiatives (GRI).

The purpose of the table below is to link indicators and qualitative information with the financial statement and the paragraphs in which they are reported. The level of application adopted, level C, was chosen with full awareness that the process embarked upon permits and requires the development of initiatives for ongoing improvement of the benchmark indicators.

Level of Application: C

REFERENCE STANDARD PART I: profile

1. Strategy and Analysis

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non inclusion	Comment
1.1	Statement from the most senior decision-maker of the organization.	In full	Letter by the President of the Italian FA		

2. Organizational Profile

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non inclusion	Comment
2.1	Name of the organization.	In full	Identity and governance		
2.2	Primary activities, brands, products, and/or services.	In full	Identity and governance		
2.3	Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	In full	Identity and governance		
2.4	Location of organization's headquarters.	In full	Identity and governance		
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.	In full	Identity and governance		
2.6	Nature of ownership and legal form.	In full	Identity and governance		
2.7	Markets served (including geographic breakdown, sectors served, and types of affected stakeholders/customers/beneficiaries).	In full	Identity and governance		

GRI CONTENT INDEX

2.8	Scale of the reporting organization.	In full	Identity and governance
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	In full	No significant changes during 2011
2.10	Awards received in the reporting period.	In full	No awards received in 2011

3. Report parameters

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non inclusion	Comment
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	In full	Methodological note		
3.2	Date of most recent previous report (if any).	In full	Methodological note		
3.3	Reporting cycle (annual, biennial, etc.)	In full	Methodological note		
3.4	Contact point for questions regarding the report or its contents.	In full	Methodological note		
3.5	Report contents definition process.	In 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.	In full	Methodological note		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	In 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.	In 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).	In full	Methodological note		

GRI CONTENT INDEX

3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	In full	Methodological note
3.12	Table identifying the location of the Standard Disclosures in the report.	In full	GRI content index

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non inclusion	Comment
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational control.	In full	Identity and governance		
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	In full	Identity 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.	In full	This profile element does not apply to the FIGC organizational structure		
4.4	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	In full	Identity and governance		
4.14	List of stakeholder groups engaged by the organization.	In full	Identity and governance - stakeholders analysis		
4.15	Basis for identification and selection of stakeholders with whom to engage.	In full	Identity and governance - stakeholders analysis		

GRI CONTENT INDEX

STANDARD DISCLOSURES PART III: Performance Indicators

Economic

Performance Indicator	Description	Reported	Reference/direct response
Economic performance			
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.	In full	Economic Capital
EC4	Significant financial assistance received from government.	In full	Economic Capital
Market presence, including impact on local economies			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	In full	Policies on suppliers
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	In full	Human Capital

Environmental

Performance Indicator	Description	Reported	Reference/direct response
Energy			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	In full	Property Capital and environmental policies
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	In full	No fines were received or sanctions imposed in 2011 relative to environmental dispositions.

GRI CONTENT INDEX

Social: Labour Practices and Decent Work

Performance Indicator	Description	Reported	Reference/direct response
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	In full	Human Capital
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	In part	Human Capital
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	In full	Human Capital
Labour/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	In full	Human Capital
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	In part	Human Capital
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	In part	Human Capital
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	In part	Human Capital

Social: Human Rights

Performance Indicator	Description	Reported	Reference/direct response
Non-discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	In part	Human Capital
Freedom of association and collective bargaining			
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.	In full	Youth and School Sector

GRI CONTENT INDEX

Social: Society

Performance Indicator	Description	Reported	Reference/direct response
SO4	Actions taken in response to incidents of corruption.	In part	Identity and governance
Public policy			
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	In full	In 2011 the FIGC gave no contributions whatsoever to either political parties or single politicians

Social: Product Responsibility

Performance Indicator	Description	Reported	Reference/direct response
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	In full	In 2011 neither fines were received nor sanctions imposed due to non compliance with legal instruments relative to the supply and use of products and services.

FUTURE GOALS

This first Sustainability Report bears witness to the endeavour of transparency initiated by the Italian Football Association in providing all interested parties with complete information about its organization, its activities, and on how quality services are provided to the various categories of stakeholders.

Much akin to any other human endeavour, this one as well will be marked by improvement measures and efforts to be developed over the next few years in order to make this Report a clearly "evolutive" phenomenon compared with this first edition, and this already in the 2013 edition. The fine tuning of the framework imposed for 2012, the implementation of better structured in-house processes and the progressive assumption of greater responsibility on the part of the FIGC's offices and departments not only in providing data, but also for the evaluation of performance within their respective areas of competence are but a few of the steps the Association plans to take in the immediate future.

Particular attention will be focused on assessing the approach to an innovative method for calculating the new indicators so that through progressive application in time they may be able to highlight the added value created and stimulated for the football system all along the value chain, including economic-financial spin-offs and effects in allied enterprises as a result of the Association's activities for all interested parties.



PART ONE
IDENTITY AND GOVERNANCE





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PART ONE - IDENTITY AND GOVERNANCE

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IDENTITY AND MISSION

The Italian Football Association, founded in 1898, recognized by FIFA in 1905 and a founding member of UEFA in 1954, is an association of societies and sports associations that pursue the goal of playing the game of football in Italy.

The FIGC has the purpose of:

- promoting and regulating the activity of the game of football and all aspects connected with it, reconciling the professional and amateur dimensions through a central structure
- promoting the exclusion from the game of football of all forms of social discrimination, racism, xenophobia and violence

Parts of the Association are: the Leagues, entrusted with the organization of the professional championships, Lega Serie A, Lega Serie B, Lega Pro and amateur championships, LND - Lega Nazionale Dilettanti (National Amateur League); AIA - Associazione Italiana Arbitri (Italian Referees Association), which appoints the referees and assistant referees for the matches that are the direct competence of the FIGC; the Technical Components, AIC - Associazione Italiana Calciatori (Italian Players Union) and AIAC - Associazione Italiana Allenatori Calcio (Italian Coaches Union); Settore Tecnico (Technical Sector) and SGS - Settore Giovanile e Scolastico (Youth and School Sector). The National Amateur League has regulatory, financial, organizational and administrative autonomy regarding the National Futsal Division, the Women's Football Division, the Inter-Regional Department, and the Beach Soccer Department. In the country at large there are 19 Regional Committees, two autonomous Provincial Committees (Trento and Bolzano, recognized as Regional Committees) and 132 Provincial, District and Zonal Delegations of the LND. The Youth and School Sector also has regional and provincial coordinators, and the Italian Referees Association has its Regional Committees and its 212 sections.

ITALIAN FOOTBALL ASSOCIATION

LEAGUES



UNIONS PLAYERS COACHES



AIA REFEREES



Associazione
Italiana
Arbitri

SECTORS



SETTORE
TECNICO

Settore
Tecnico



FEDERAZIONE ITALIANA GIUOCO CALCIO
Settore Giovanile e Scolastico

Settore Giovanile
e Scolastico

HISTORY

With an impressive palmarés in which four world titles stand out (1934, 1938, 1982, 2006), the Italian Football Association has now reached 114 years of activity. A fascinating and charming history full of episodes, characters and champions, which began in Torino on March 16, 1898. The First President of the FIGC Mario Vicary was elected at the end of a sort of constituent assembly chaired by Count D'Ovidio. Under this thrust, which gave a formal structure to the Association, football developed in Italy, bringing together all the promising buds and initiatives that were already sprouting in the big cities, from Genova to Roma, from Torino to

Palermo, Milano and Napoli. The first championship was played in Torino in 1898 - all in one day - and Genova won. Imported from England, but already popular in Italy, football spread like wildfire. On May 15, 1910, at the Arena in Milano, the National Team made its debut, and Italy, wearing a white jersey, beat France 6-2 (the first goal was scored by the Milan player Lana). In a match against Hungary a year later, once again at the Arena in Milano, the sky-blue

The National Team played its first match in 1910

jerseys (hence the name "Azzurri") made their first appearance as a tribute to the House of Savoy. 1913 was the year of the first national championship divided into two groups (North/Central-South) and won by Pro Vercelli. Football became part of the country's social tissue, fanned passions, and turned into a wellspring of heated controversy and great discussions. World War I brought an end to all activities from 1916 to 1919. Within a decade the first changes at the national and international levels occurred: in 1930 the World Championship was founded; the single round Italian championship was launched; and a door was opened to professionalism with the reimbursement of expenses to players. This was part of a profound change made possible by an Association led by Leandro Arpinati, who had

In 1898 the FIGC was founded and the first Italian Championship was played

been appointed by the Comitato Olimpico Nazionale Italiano - CONI (Italian National Olympic Committee) as the head of Italian football. Thirteen years later (1933), Arpinati gave way to Giorgio Vaccaro, under whose management the National Team won two world titles (1934 and 1938) and the gold medal at the 1936 Olympics in Berlin. World War II, unfortunately, swept away the climate of enthusiasm in a dramatic manner, even if the Italian league continued playing matches at least until 1943. Football, however, was able to recover and rise anew from the ruins of war in harmony with people's yearning to start living again. The myth of the "Grande Torino" was born in those years, and dashed by the Superga tragedy that snuffed out the lives of Italian football's most prestigious athletes.

The toll was heavy in both sporting and political terms: mortified at the World Cup in Brazil (1950) and Switzerland (1954), the National Team was eliminated during the qualifying rounds for the 1958 edition. President Ottorino Barassi resigned, thereby paving the way for a sort of receivership under commissioner Bruno Zauli. The period of management under this special commissioner fostered an in-depth transformation of the entire FIGC system and its structures: three Leagues were set up (Professionals, Semi-Professionals, Amateurs), the Association of Referees was transformed into a sector of the FIGC and two additional service sectors were created: the Technical Sector, which maintains

In 1973 Artemio Franchi was elected President of UEFA

its headquarters in Coverciano, and the Youth and School Sector, which gave new impetus to home-grown player thrust and relations with the world of schools in general. At the end of Zauli's term of office Umberto Agnelli stepped in, followed by Giuseppe Pasquale, who was literally swept away by the failure of the National Team against North

Between 1934 and 1938 the Azzurri won two world titles and an Olympic Gold Medal

Korea during the 1966 World Cup.

HISTORY

Coming after him was Artemio Franchi, and under his leadership Italian football returned to the heights of performance on the international stage. In 1968, led by Valcareggi, the Italian National Team donned the laurels of

In 1982 Italy was World Champion for the third time

European champion by beating Yugoslavia in the second final played at the Olympic Stadium in Roma after a draw in the first final match played two days earlier. In 1970 it became vice champion of the World Cup in Mexico after the extraordinary semi-final victory over Germany (4-3) and the collapse in the final match with Brazil led by Pelé.

Franchi, who in the meantime had been elected President of UEFA, gave way to Franco Carraro, but returned to the FIGC when the latter was elected President of CONI. During the World Cup in 1978 Italy amazed everyone with the quality of its game, but in key matches was defeated first by Holland (semifinal), then Brazil (3rd and 4th place final) and finished in 4th place. This brings us to the 1980's. The scandal of betting to rig football matches led to the resignation of Franchi (who passed away in 1983) on the eve of the World Cup in Spain (1982), where Italy, led by Enzo Bearzot, won a well deserved triumph under the presidency of Federico Sordillo. This was the third World Cup for Italy and was won by a team destined to make history, from the team captain Dino Zoff to the tournament's top scorer Paolo Rossi. After the disappointment of the World Cup in Mexico in 1986 (eliminated by the France of Platini) and a short period of compulsory administration first with Carraro and then with Andrea Manzella, Antonio Matarrese was elected President of FIGC in October 1987. These were important years for Italian football, which came in third at the 1988 European Championship held in Germany. When hosting the World Cup two years later, "Italia '90", the team trained by Azeglio Vicini came in third place

Between 1992 and 1996 the National Under 21 Team won 3 European Championships

without suffering a single defeat. Italy failed to qualify for the European Championship held in Sweden in 1992 and the FIGC reversed the tradition of FIGC school coaches, launching the National Team anew with the engagement of Arrigo Sacchi, a veteran of international triumphs at the helm of Milan. At the 1994 World Cup in the USA, however, Italy lost its fourth world title at the penalty kicks during the final match won by Brazil. In 1996 Luciano Nizzola, for many years President of the Professional League was elected to the top office in the FIGC after a period of compulsory management by the General Secretary of CONI Raffaele Pagnozzi. While the National Team trained by Cesare Maldini "stumbled" yet again on the "curse" of penalty kicks and was eliminated from the 1998 World Cup in France (between 1992 and 1996 Cesare Maldini had led Italy to three European Under 21 titles), football as such went through a period of historic transformation: television broadcasting rights, the reform of international competitions for clubs, profit making, the so-called Bosman law and the new regime for foreigner players. In 2000 the Under 21 Team won its fourth European title with Marco Tardelli on the bench. When the term of office of President Luciano Nizzola expired in 2000, the top position in FIGC was assumed by the President of CONI Gianni Petrucci with the title of Extraordinary Commissioner because no candidate was able to garner the necessary number of votes. A year later Franco Carraro took over as President. Taking part at the elective assembly for the first time in the history of football were the Technical Components (the Players and Coaches Unions), which were added to the Leagues in the governance of football pursuant to the "Melandri law." Italy was defeated in the second round at the 2002 World Cup held in Japan/South Korea by a golden goal scored by the Korean player Ahn. In more recent years the Executive Committee has approved strict and restrictive rules regarding the budgets of professional clubs, while the government has passed a law in favour of amateurs in order to

In 2006, in Germany, the National Team wins the World Cup for the fourth time

HISTORY

give new impetus to the vast area of grassroots football. International successes kept mounting up with the National Under 21 Team, which won the European title in 2004 (the fifth, with Claudio Gentile on the bench) and the bronze

In 2008, the national Women's Under 19 Team wins the European Championship for the first time

medal at the 2004 Athens Olympics; the National Futsal Team won its first continental title by beating Ukraine (1-0) in Caserta. A different fate faced the National Team at the European Championship in Portugal (2004): Italy stepped out in the preliminary phase after a draw with Sweden and Denmark and success over Bulgaria, and Trapattoni left the bench to Marcello Lippi. In

2006, in the midst of "Calciopoli" and during a difficult period for Italian football after the resignation of President Carraro, the Extraordinary Commissioner Guido Rossi took over. Marcello Lippi led Italy to its fourth World Cup: after an exhilarating series of matches, five victories and one draw (against the USA), including the success over the host Germany in the semifinals, Italy played the final match in Berlin and defeated France 6-4 on penalties. The Italian delegation was headed by Giancarlo Abete during this victorious expedition in Germany. Soon after Luca Pancalli took over for Guido Rossi as Extraordinary Commissioner of the FIGC. In April 2007, after the reform of the FIGC Statute that removed the right of veto in the election of the President, Giancarlo Abete was elected as head of the FIGC by an overwhelming majority. On 23 March 2009 he was re-elected on the first ballot by yet another overwhelming majority (98.42%) for the next four year term of office. On the sporting front, in 2008 Italy took part in the European Championship finals and was led by Roberto Donadoni, who had taken over Lippi's World Cup's legacy. Italy was eliminated on penalties in the quarter-finals by Spain (4-2), which went on to win the European Cup. Lippi was called back to the bench to lead the National Team during the qualifying phase for the World Cup in South Africa. In the same year (2008) the National Women's Under 19 Team won the

European Championship for the first time. 2010 began with the celebrations of the Centenary of the National Team. At the World Cup in South Africa, Italy was eliminated in the first round for the first time in 36 years. The Under 21 Team led by Casiraghi, beaten by Belarus, failed to qualify for the 2012 London Olympics. Beginning from those defeats, thanks to the efforts of President Abete and the new General Manager Antonello Valentini (in the Association since 1987 as Head of the Press and Public Relations Office), was the renovation of the structure and of 'Club Italia': Demetrio Albertini, Vice President of FIGC, was appointed President of the National Teams, Cesare Prandelli took over from Lippi as coach of the senior National Team, Arrigo Sacchi assumed the role of coordinator of the National Youth Teams, Roberto Baggio was entrusted with the leadership of the Technical Sector, and Gianni Rivera with the Youth and School Sector. In July 2010 the National Professional League was split into two entities: on the one hand, the Lega Serie A, and on the other hand, the Lega Serie B. In 2011, the year of the celebration of the first centenary of the National Team (May) and then the Italian Referees Association (August), Italy returned to play a leading role in UEFA: on March 22, 2011 Giancarlo Abete was appointed Vice President, designated by the UEFA President Michel Platini. The National Team, which won the qualifications for the European Championship finals in 2012, continued working actively to support campaigns of civil commitment, and in November held a training session at Rizziconi, a town in the plains of Gioia Tauro, on a field confiscated from the mafia. The "Azzurri" (Italian National Team nickname) brought the year to a fitting end at the Olympic Stadium in Roma by celebrating the 150th anniversary of the unification of Italy after having been received by the President of the Republic Giorgio Napolitano at the Quirinale Palace.

In 2010 the Centenary of the National Team was celebrated, one year after the Centenary of the 'Azzurri' Jersey

ORGANIZATION AND GOVERNANCE

GOVERNANCE

The Italian Football Association expedites its tasks and duties through its bodies, giving them specific functions through the FIGC Statute and the Norme Organizzative Interne Federali - NOIF (FIGC Internal Organizational Regulations). The Bodies of the Association are:

- Assemblea (General Assembly)
- Presidente federale (President of the Italian FA)
- Vice Presidenti (Vice Presidents)
- Comitato di Presidenza (Presidential Board)
- Consiglio federale (Executive Committee)
- Collegio dei revisori dei conti (Board of Auditors)

The current officeholders are:

- Giancarlo Abete: President of the Italian FA
- Carlo Tavecchio: Vice President vicar - LND President
- Mario Macalli: Vice President - Lega Pro President
- Demetrio Albertini: Vice President - AIC
- Antonello Valentini: General Manager
- Antonio Di Sebastiano: Segretario federale (General Secretary)

The **General Assembly** is composed of delegates from the Professional Leagues and from the National Amateur League, athletes and coaches delegates, match officials delegates. The number of delegates in each category is determined by the electoral regulations issued by the Executive Committee. Pursuant to the current Statute, the votes of the LND delegates and the professional league delegates must represent respectively 34% of the total votes of the General Assembly. The votes of the representatives of the athletes must represent 20% of the total, the votes rights of the delegates of the coaches 10%, the votes of representatives of match officials 2%. In order to protect the balance of technical representation, the professional and amateur delegates as well as male and female athletes must be equally represented. The main functions of the General

Assembly are: the adoption of the FIGC Statute, the appointment for life (on Executive Committee proposal) of the FIGC Presidents of Honour and Members of Honour, the election of the President of the Italian FA and the Chairman of the Board of Auditors, the appointment of four members of the Board of Auditors of FIGC jurisdiction (two auditors and two alternates). In addition, the General Assembly is empowered to approve the statement of accounts in the event it has not been approved by the Board of Auditors or the Board of CONI.

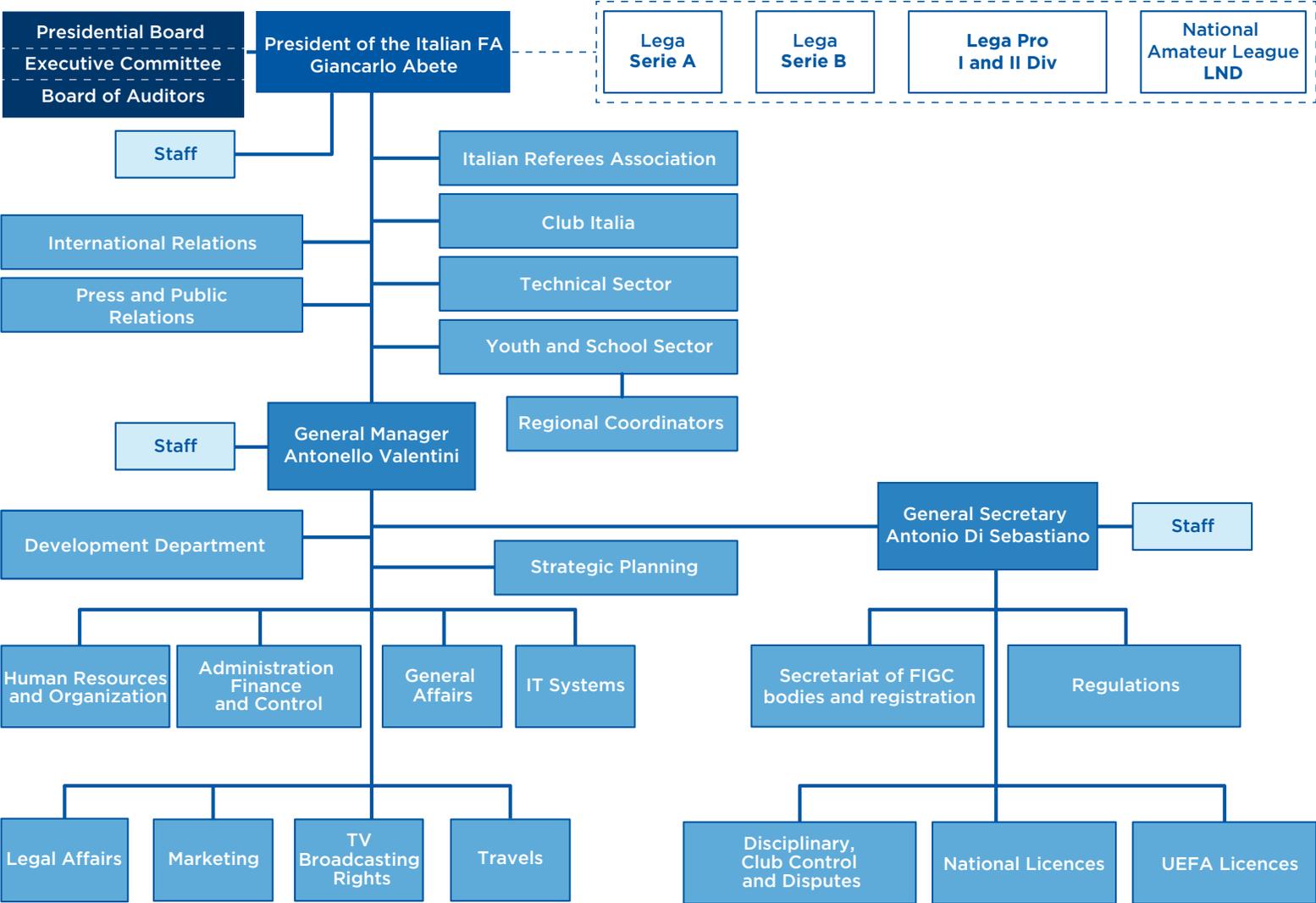
The **President of the Italian FA** is the legal representative of the FIGC, makes the administrative, technical and sports decisions not specifically delegated by the Statute to other bodies, and chairs both the Presidential Board and the Executive Committee. The President of the Italian FA represents the FIGC in its unity and his term of office lasts for four years.

The **Vice President** vicar (proposed by the President of the Italian FA) and two Vice Presidents are elected from within the Executive Committee and among those members proposed by the Presidents of the Leagues and/or the technical components who did not support the person elected to the office of President of the Italian FA. The Vice Presidents may exercise specific remits granted to them by the President of the Italian FA, in addition to being legal representatives in the event of absence or incapacity of the President of the Italian FA.

The **Presidential Board** is composed of seven members: the President of the Italian FA, the Vice Presidents, two league representatives and/or Technical Components not represented by Vice Presidents, and a member of the Executive Committee appointed by the President of the Lega Serie A. The Presidential Board assists the President of the Italian FA in accounting and management matters exceeding what is deemed ordinary administration, prepares the budget and the statement of accounts as duly empowered by the Executive Committee and decides on economic and financial measures to cover players for accidents/injuries incurred when playing for the National Teams.

President of the Italian FA: elected by the General Assembly on 23 March 2009 (Official Statement 112/A)
 Vice President vicar: elected by the Executive Committee on 3 April 2009 (Official Statement 117/A)
 Vice Presidents: elected by the Executive Committee on 3 April 2009 (Official Statement 117/A)
 General Manager: appointed by the Executive Committee on 28 May 2009 (Official Statement 141/A)
 General Secretary: appointed by the Executive Committee on 28 May 2009 (Official Statement 141/A)
 Board of Auditors: elected by the General Assembly on 23 March 2009 (Official Statement 112/A)
 Executive Committee: members elected between 9 February 2009 and 8 May 2012

ORGANIZATION AND GOVERNANCE



ORGANIZATION AND GOVERNANCE

The **Executive Committee** is the regulatory, general policy orientation and administrative body of the Italian Football Association. It consists of 27 members: the President of the Italian FA, the President of the Italian Referees Association, eight members elected by the National Amateur League, including the Chairman of the LND, the Vice President vicar, the President of the Futsal Division and the President of the Women's Football Division, eight members of the professional leagues, including the Presidents distributed among the various Leagues, six athletes through the players representative body (Italian Players Union), and three technicians through the coaches representative body (Italian Coaches Union). Guaranteed among the athlete councilors shall be at least of one amateur, one professional and a fair representation of female athletes, while among technical representatives there must be at least an amateur and a professional. The Executive Committee's decisions are made by the affirmative vote of a simple majority of those entitled to vote present at the meeting, unless otherwise stipulated in the FIGC Statute or the FIGC norms. The main regulatory dispositions issued by the Executive Committee are: NOIF, the Disciplinary Code and doping control dispositions, provisions for the control of football clubs, and the UEFA Club Licensing manual. Moreover, the Executive Committee, upon proposal of the President of the Italian FA, shall perform the functions set forth in article 27 of the FIGC Statute, including the approval of the budget and final accounts, the approval of national and international programmes, the coordination of the competitive activity delegated to the Leagues, and, after due consultation with the leagues and the technical bodies, makes decisions on the organization of the championships. The Executive Committee also appoints the members of the Committees provided for by NOIF, the justice related organs and the Commissione di Vigilanza sulle Società di Calcio Professionistiche - Co.Vi.So.C. (Professional Football Financial Control Committee), hears appeals submitted

by clubs for admission to their respective championships, and approves both the statutes and regulations of the Leagues, the AIA and the sectors, as well as the electoral bylaws of the technical bodies.

Pursuant to the Statute now in force, the **Board of Auditors** consists of five permanent members, three of whom elected by the General Assembly and two appointed by CONI, and three alternate members, two elected by the General Assembly and one appointed by CONI. The members of the Board shall hold office for four years and must be auditors registered with the Ministry of Justice. The Board of Auditors shall exercise control over the entire economic and financial management of the FIGC and its bodies, preparing a report on the statement of accounts.

Election or appointment to positions of responsibility on organs of the Association requires compliance with specific formal, ethical-moral and incompatibility requirements stipulated in detail in the FIGC Statute. In addition to the FIGC bodies mentioned above, the FIGC avails itself of an administrative structure organized in offices and sectors. This organization is headed by the General Manager who reports to the Executive Committee and to President of the Italian FA. Each office is managed and organized by an official who is responsible for the activity he oversees. The General Secretary of the Association assists and oversees the collection and publication of FIGC official statements and coordinates the other sporting and regulatory activities governed by the FIGC Statute, by FIGC regulations and by international rules, executing the decisions of the competent bodies. The FIGC delegates to the Leagues the organization of football championships. Each league is an association of football clubs and determines its internal organizational structure in compliance with the rule of law, CONI directives, the FIGC Statute

ORGANIZATION AND GOVERNANCE

and FIGC regulations. In carrying out its technical functions FIGC has two sectors, each of which enjoys organizational and managerial autonomy, over which the Association exercises prior and ultimate administrative control. The Technical Sector carries out studies and courses for the dissemination and improvement of the techniques of football playing. The Youth and School Sector promotes, regulates and organizes the activities of young players between the ages of 5 and 16, pursuing technical, educational and social ends. It operates through Regional Coordinators. In the area of youth promotion the FIGC operates throughout the country through the local divisions of the LND by virtue of the authority granted by the Executive Committee.

CODE OF ETHICS

In 2003 the FIGC adopted a Code of Ethics defining the ethical and moral standards of the Association and indicating to employees and members of the FIGC bodies behavioural guidelines to be followed both internally and in contacts with third parties or FIGC partners. The primary goal of the Code of Ethics is the clear and unambiguous definition of the values recognized and accepted by the FIGC, as well as support for the consolidation of the FIGC

image insofar as this Code is considered a key instrument for monitoring economic, financial, and social relations.

THE MODEL 231

The FIGC is in the process of adopting an organization, management and control model (pursuant to D.Lgs. 231/2001) as part of a broader policy to heighten awareness relative to fair and transparent management in compliance with existing laws and the fundamental principles of ethics in the pursuit of the social objective which the Association is committed to implement through interventions and initiatives addressed to its employees, collaborators and external partners. In fact, the FIGC Statute stipulates the establishment of organizational models and procedures regarding the operation of the FIGC that are suited to ensuring fairness and transparency in the conduct of governance, sports activities, disciplinary or administrative action. The organizational model pursuant to Legislative Decree 231/2001 has been prepared in accordance with the guidelines set by the Confindustria and approved by the Ministry of Justice. The model has been put down in writing and work is underway for its adoption.

ITALIAN FA IN FIGURES

With roughly 72,000 teams and more than 1.1 million registered players, of whom close to 700,000 under the Youth and School Sector, the 2010-2011 season witnessed an overall growth in all indicators of the Italian Football Association, thereby confirming the development of the Italian football movement. The comparison between the 2009-2010 season and the 2010-2011 season reveals some significant variations between the different entries on the chart.

CLUBS AND TEAMS

The total number of clubs has remained fairly constant, although there was a slight decrease in professional and amateur clubs, while in the period under review there was an increase of almost 5% in clubs related to the Youth and School Sector. The same trends can be seen when analyzing the changes that have affected the number of teams: in this case, compared to a growth rate of 2.5% overall, there was an increase of 3.7% for the Youth and School Sector.

Anagrafe federale (FIGC Registry)

Throughout the entire football season the Italian Football Association keeps a register of its affiliate clubs. The affiliation process involves an initial in-house phase when proposals are examined: affiliation, change of name, change of venue, mergers and separations. In 2011 such transactions involved about 1,400 clubs. The second phase is activated during the football year and provides for the review and approval of applications relating to: change of the championships, non admissions, waivers and changes from amateur leagues to the youth ones.

ITALIAN FA IN FIGURES

	2009-2010	2010-2011	var %
Clubs	14.690	14.653	-0,3%
Professionals	132	127	-3,8%
Amateurs	11.642	11.469	-1,5%
Youth and School Sector	2.916	3.057	4,8%
Teams	69.908	71.689	2,5%
Professionals	484	470	-2,9%
Amateurs	17.157	17.020	-0,8%
Youth and School Sector	52.267	54.199	3,7%
Registered Players	1.108.479	1.151.437	3,9%
Professional Activity	14.476	14.477	0,0%
Professionals	3.517	3.329	-5,3%
Young Professionals	10.959	11.148	1,7%
Amateur Activity	474.493	466.371	-1,7%
Youth and School Sector	619.510	670.589	8,2%
Qualified FIGC Staff	67.159	68.718	2,3%
Coaches	61.114	62.286	1,9%
Athletic Trainers	835	840	0,6%
Doctors	2.735	2.907	6,3%
Health Professionals	2.475	2.685	8,5%
Referees	33.040	34.728	5,1%
National Bodies	1.978	1.899	-4,0%
Regional Bodies	31.062	32.829	5,7%
Managers	108.732	132.163	21,5%

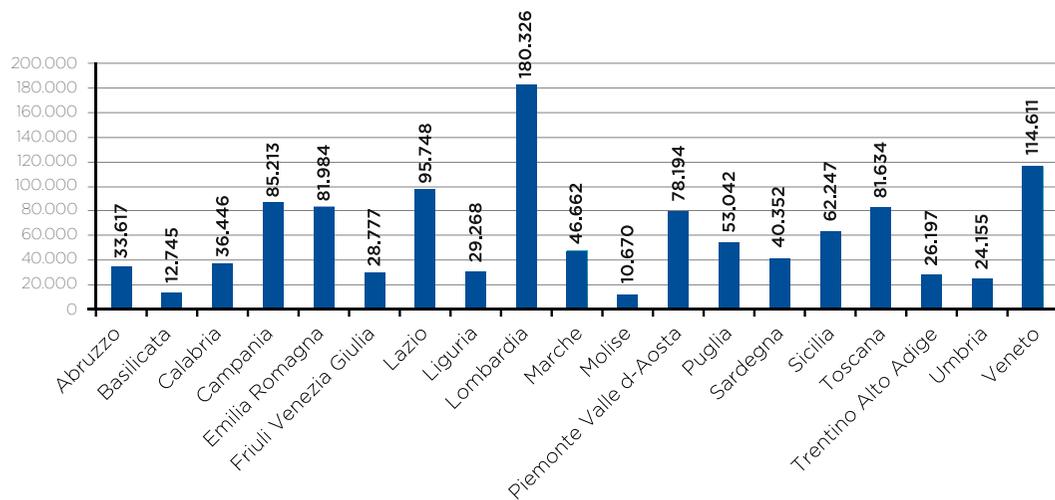
ITALIAN FA IN FIGURES

REGISTERED PLAYERS

As regards registered players, professional players represent 1.3% of total registered players in Italy (1,151,437). Particularly significant is the increase of 8% in the number of registered players in the Youth and School Sector, which highlights the importance of the activities of the LND and SGS, which together account for over 98% of total registered players. In the chart below, which represents the spatial distribution of the FIGC registered players, it is clear that Lombardia with 180,326 such players is the region with the most players, followed by Veneto with 114,611 and Lazio with 95,748.

The analysis of the distribution of registered players, regarding male and female activities, shows that there are 1,073,272 male players playing football. The numbers decline, however, when considered are male Futsal (59,653), Women's Football (15,644) and Women's Futsal (2,868).

GEOGRAPHICAL BREAKDOWN OF REGISTERED PLAYERS

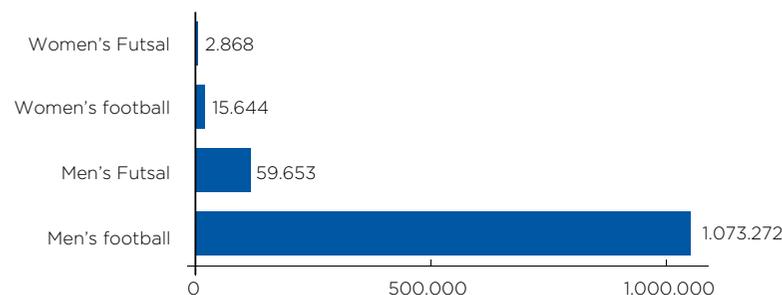


Registration and transfers

The activities of the Italian Football Association relating to the management and control of its members are at the basis of the Association's operational oneness. Through internal services and procedures the FIGC guarantees and regulates:

- the registration of Italian and foreign players (professionals and amateurs) to and from foreign associations in compliance with FIFA Regulations and NOIF
- the evaluation of the eligibility and non eligibility of players
- certification of a player's position upon request of the Sport Judicial Bodies and the Public Prosecutor's Office
- assistance to clubs and agents, etc., for the interpretation of regulations and rules
- the compilation of statistics used in the various activities of the Association
- development of the protocol for requests for the registration of amateur players
- the request to the CONI for the entry visa to Italy for professional players
- the inclusion of amateur players in the FIGC digital archives (first registration in Italy)
- training courses for professional clubs on the use of the FIFA on-line procedure for the transfer of professional Football Players
- the registration of foreign minor players in compliance with the rules laid down by FIFA for the Protection of Children

REGISTERED PLAYERS 2010-2011



ITALIAN FA IN FIGURES

REGISTERED FOREIGN PLAYERS

Significant is the presence of non Italians (48,076) among registered players in all leagues and in youth activities.

FOREIGN PLAYERS REGISTERED IN ITALY

Amateurs	Youth Sector	Young Professionals	Professionals	TOTAL
13.145	32.905	613	1.413	48.076

With regard to foreign players registered in Italy, it should be noted that in the 2010-2011 season, 7,657 (almost 16% of the total foreign registered players) were minors from 108 different countries at first registration for amateur clubs. The most represented country of origin for minors at first registration was Albania with 1,374, followed by Romania with 1,246, and Morocco with 1,090. Overall, more than 53% of these minors came from Europe, especially from Eastern Europe, 29% were of African origin, while Asia and South America accounted for less than 16%.

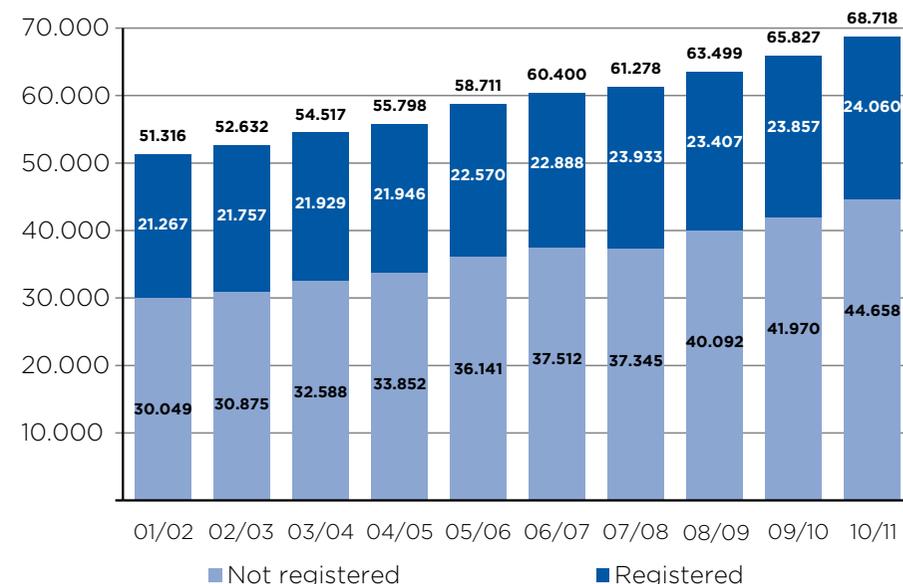
FOREIGN MINORS AT FIRST REGISTRATION AREA OF ORIGIN FOR THE 2010 - 2011 SEASON

Area	Number
Europe	4.105
Africa	2.211
South America	666
Asia	554
Central America	95
North America	25
Oceania	1
Total	7.657

COACHES AND OTHER TECHNICAL PERSONNEL

The trend of certified and qualified technical personnel is increasing for all categories: coaches, athletic trainers, doctors and health professionals. This increase was practically constant throughout the decade examined and brought the total number of qualified technical personnel from 51,316 in the 2001-2002 season to 68,718 in the 2010-2011 season. During the same period of time the number of registered technical personnel (hence operating as a part of a club) grew at an average annual rate of around 1.38%, from 21,267 in the 2001-2002 season to 24,060 in the 2010-2011 season. It is also significant to underscore that over the last ten years there has always been an increase in the number of registered technical personnel (with the exception of the 2008-2009 season).

QUALIFIED TECHNICAL PERSONNEL



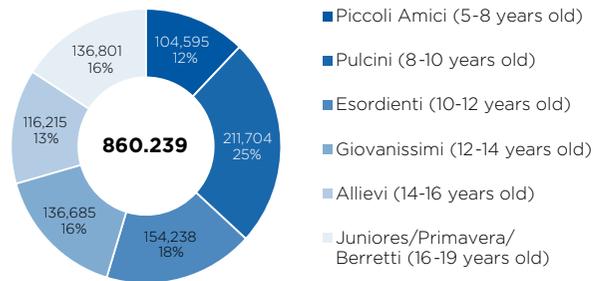
ITALIAN FA IN FIGURES

YOUTH ACTIVITY

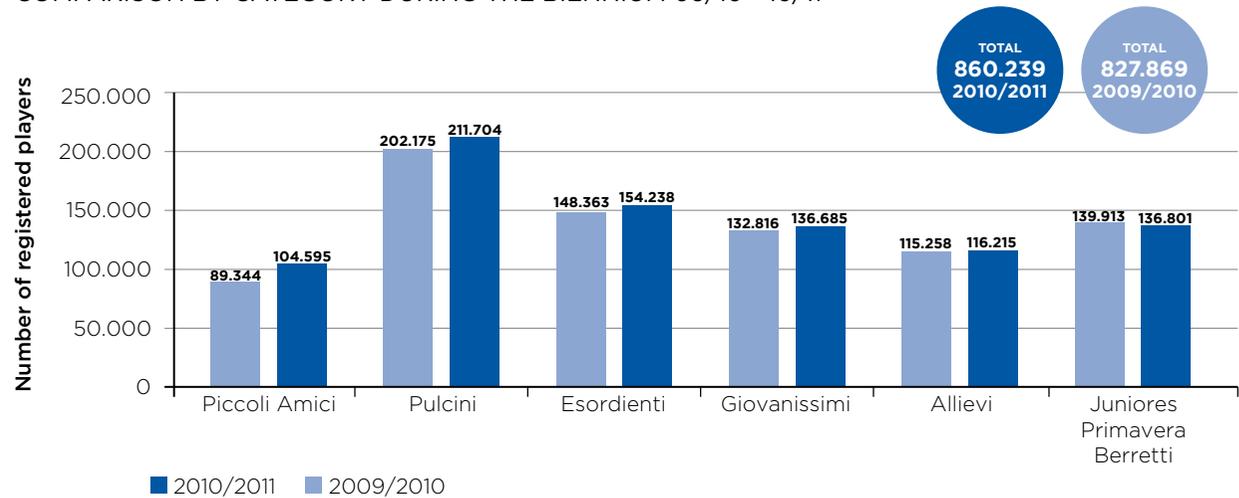
Under Youth Activity we include all those activities that involve all registered players aged 5 to 19. In the 2010-2011 season the total number of registered players reached 860,239, an increase of about 4% compared to the previous season (827,869).

When considering the changes recorded in each category of Youth Activity, significant was the increase of 17% (+15,000) of registered players at very early age, "Piccoli Amici". Other increases were recorded in "Esordienti" (+4%, 6,000 players more) and Pulcini (+4.7%, more than 8,000 players more). In the Giovanissimi, which accounted for 16% of total registered players, the increase was around 3% (approximately 4,000 more players). The overall datum for Youth Activity, which includes both boys and girls, increased by 8.2%.

YOUTH ACTIVITY BY CATEGORY: SEASON 2010 -2011



COMPARISON BY CATEGORY DURING THE BIENNIUM 09/10 - 10/11



ITALIAN FA IN FIGURES

ITALIAN REFEREES ASSOCIATION

There was a significant increase in the number of referees (+5%) during the 2010-2011 season compared to previous seasons.

MATCHES PLAYED

In the 2010-2011 season 591,496 official matches were played in the different league championships, league cups and the super cups.

More than 4,500 were the matches played in the professional championships (Serie A, Serie B, First Division, Second Division, Primavera and Berretti). Important was the impact of amateur and youth activities with 586,985 official matches. According to an estimate of the LND, added to the total figure must be more than 113,000 matches under the headings of tournaments, friendly matches, and matches falling into the categories of recreation, entertainment and propaganda at the national, regional and provincial levels.

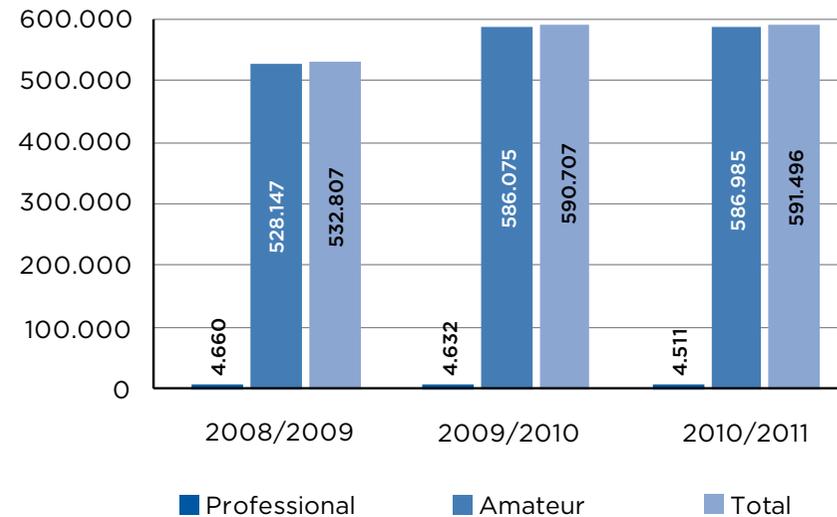
AIA INDICATORS FOR YEAR 2011¹

Indicator	Value
Total Affiliates	35.024
Active referees	25.232
Special Assistants	670
Active Special Referees	627
New Affiliates (year 2011)	5.606
Resignations	2.718
Non-renewed memberships	65
Memberships withdrawn	1.589
Average age	23

AIA NEW REGISTRATIONS TREND

Year	Registrations
2007	1.785
2008	1.996
2009	2.702
2010	4.014
2011	5.606

MATCHES PLAYED



¹ The data refer to 2011 (31 December). The data in the chart on page 26 refer to the sporting season 2010-2011 (30 June 2011).

ITALIAN FA FUNCTIONS

The Italian Football Association's activities are manifold and quite articulated, given the number of bodies to which it delegates organizational powers while retaining regulatory, guarantor and control functions. In order to promote and regulate the game of football, the FIGC expedites the following tasks and functions:

- the cultivation of international football relations, also in order to harmonize the respective sporting calendars
- the sports discipline of National Teams
- the technical-organizational and economic management of National Teams
- regulatory and guarantor functions, with particular reference to the application of sport justice, referees and club control
- the promotion of the national technical school and home-grown player facilities through discipline and the setting of planned objectives for the Technical Sector and the Youth and School Sector
- medical and sport-related protection, as well as the prevention and repression of the use of substances or methods that alter the natural physical performance of athletes
- the rules applying to the of membership of clubs and associations in the FIGC, as well as the registration of individuals
- the determination of the organization and formulas for championships in conjunction with the leagues concerned, and after due consultation with the technical bodies
- the determination of requirements and criteria for promotion to, demotion from, and entry into championships; the adoption of a Club Licensing system for participation in the professional leagues in harmony with the principles of UEFA in respect of the Licences for European competitions; establishing control systems, including through the appropriate technical bodies involved, relative to the requirements for the organizational, functional, economic/managerial and financial stability of the clubs
- the issuance, after having received the reasoned opinion of the leagues and the associations representing technical personnel, of dispositions relative to the registration and fielding of players who may not be used on the National Teams
- the determination of the criteria for the distribution of the resources allocated to the FIGC, and the protection of the principle of financial solidarity between professional and amateur football
- the issuance of guiding principles for the rules and bylaws of the Leagues and the Italian Referees Association, in keeping with the dispositions of the FIGC Statute, the guidelines of CONI, FIFA, and UEFA, regulations in force, and control over due compliance therewith
- with a view to the organization of the electoral process for FIGC bodies and the exercise of the other functions set forth in the FIGC Statute, the recognition of the most representative associations of players and coaches by number of members, geographical and category distribution, without prejudice to the freedom of association of the two categories
- dispute settlement
- all functions provided for by law, by the FIGC Statute and the provisions of national and international sports rules, and any other function that is of general interest to the FIGC

For a detailed analysis of the reality and the areas that characterize the Association, as well as to learn about its commitment in the social realm, see Part Two (Association Activities) and Part Three (Social Responsibility).

SPORT JUDICIAL BODIES

The Organi di Giustizia Sportiva (Sport Judicial Bodies) act under the FIGC Statute in accordance with the principles of independence, autonomy, impartiality and confidentiality. The FIGC coordinates the activities of the offices of the Central Organ of Justice to ensure the swift and efficient operation of the system. The members of the Sport Judicial Bodies are held to the strictest observance of the principles of confidentiality and may not make statements to the press or other media regarding hearings underway or those in which they have had to deliver judgment.

The FIGC Statute provides for the establishment of the Commissione di Garanzia della Giustizia Sportiva (Sport Judicial Supervisory Committee), which guarantees the independence, autonomy, impartiality and confidentiality of the Sport Judicial Bodies. The Committee examines candidatures and indicates to the Executive Committee the names of those eligible for appointment as members of the Sport Judicial Bodies, presents opinions and proposals regarding the operation of the Sport Judicial Bodies, proposes a disciplinary regulation to govern the members sitting on the Judicial Bodies, and takes disciplinary action against all the members of the Sport Judicial Bodies.

The Sport Judicial Bodies are:

- Giudici sportivi nazionali e territoriali (National and Regional Control and Disciplinary Single Judges)
- Procura federale (Disciplinary Inspector's Department)
- Commissione disciplinare nazionale (National Disciplinary Committee) and Commissioni disciplinari territoriali (Regional Disciplinary Committees)
- Corte di Giustizia federale (Appeal Body)
- other specialized bodies under the Statute or FIGC regulations

Sport Judges are divided into national and regional judges. **National Control and Disciplinary Single Judges** are judges of first instance responsible for national championships and competitions, as well as for sporting activities

directly organized by the LND. **Regional Control and Disciplinary Single Judges** are judges of first instance responsible for championships and competitions at the local level. Sport judges in the first instance judge the facts by whomever committed during all championships and competitions organized by the Leagues and the Youth and School Sector, and do so on the basis of official documents and elements of evidence. Sport judges also judge in the first instance on the proper conduct of matches, with the exception of facts relative to decisions of a technical or disciplinary nature made on the field by the referee or that fall within his/her sole technical discretion.

The **Disciplinary Inspector's Department** performs functions of both prosecution and investigation, except in the cases of charges related with doping, which fall within the remit of CONI Disciplinary Inspector's Department. The Disciplinary Inspector's Department may refer cases to the National Disciplinary Committee or the Regional Disciplinary Committees, and in 2011 initiated 2,147 investigations and proceedings. Upon the lodging of a complaint or upon request, it is the task of the Disciplinary Inspector's Department to initiate all investigations deemed necessary to ascertain the violation of statutes and regulations, with the exception of cases of registration within regional ambits, which are the responsibility of the competent Regional Committees, whose organs may request the cooperation of the Disciplinary Inspector's Department in special cases. The Disciplinary Inspector's Department also undertakes any other investigation expressly required by FIGC bodies.

The **National Disciplinary Committee** is a court of first instance in proceedings instituted upon submission by the Disciplinary Inspector for championships and competitions at the national level, for matters affecting more than one territory, for proceedings that concern executives of the Association and members of the AIA, and for other matters covered by FIGC regulations. In 2011 the National Disciplinary Committee sat in plenary 112 times, examined

SPORT JUDICIAL BODIES

649 cases and issued 111 Official Statements. Worthy of note is the fact that out of the total number of cases brought before this Committee, 111 involved plea bargaining and 95 have been appealed to Appeal Body. These figures also take into account the nature of the Committee being an appellate court for appeals against decisions of the Regional Disciplinary Committees in proceedings instituted upon referral by the Disciplinary Inspector.

The **Regional Disciplinary Committees** are courts of first instance in proceedings instituted on referral by the Disciplinary Inspector's Department for championships and competitions at the regional level, cases involving members of the AIA carrying out activities at a local level, other matters covered by FIGC regulations, and is also a court of second instance for appeals against the decisions of Regional Control and Disciplinary Single Judges. The Disciplinary Committees also judges in first instance on non economic sanctions imposed or proposed by clubs on their registered non professional and young players, as well as on non professional technical personnel.

The **Appeal Body** represents the court of second instance for appeals lodged against the decisions of National Control and Disciplinary Single Judges and the National Disciplinary Committee and it:

- decides on proceedings of review and appeal
- passes judgment on the decisions taken by the National and Regional Control and Disciplinary Single Judges and by the Regional Disciplinary Committees, on appeal by the President of the Italian FA
- passes judgment regarding the existence of the eligibility requirements of candidates for FIGC office and incompatibilities for FIGC executives, at

the request of the Disciplinary Inspector

- interprets the Statute and other FIGC regulations upon the request of the President of the Italian FA, provided these are not matters under consideration by the Sport Judicial Bodies, or have already been judged by them
- exercises the other powers provided for in the FIGC regulations.

Data regarding the activities of the Appeal Body:

- 758 sentences (of which 17 Injunctions)
- 607 complaints examined by the various Sections (United, I, II, III, IV, V)
- 134 complaints examined by the Consultative Section
- 139 meetings

Also operating in the area of Sport Justice are:

- **Commissione Tesseramenti** (Player's Status Committee), which has first instance jurisdiction over any dispute related to registration, transfer and release of players
- **Commissione Vertenze Economiche** (Economic Disputes Committee), which has first instance jurisdiction over disputes of an economic nature among clubs, including those relating to damages, disputes concerning the training and technical training compensation, and disputes concerning the Lifetime Achievement Premium. The Committee has second and final jurisdiction over disputes relative to the training compensation, as well as disputes relative to allowances, reimbursements and prizes for players of the LND national championships.

ITALIAN REFEREES ASSOCIATION

The **Italian Referees Association** is responsible for the recruitment, training, and the technical, associative and disciplinary management of Italian football referees. The AIA is made up of national and local bodies:

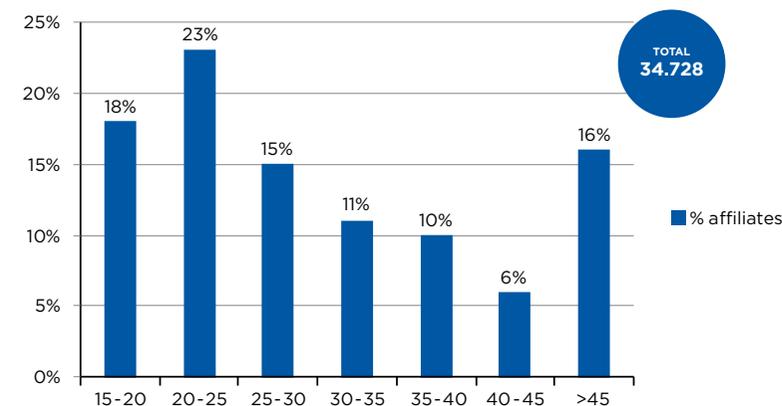
- Commissione Arbitri Nazionale - CAN A; CAN B; CAN PRO; CAN D (National Referees Committee)
- Commissione Arbitri Interregionali - CAI (Interregional Referees Committee)
- Commissione Arbitri Nazionale Calcio a 5 - CAN 5 (National Futsal Referees Committee)
- Commissione Arbitri Nazionale Beach Soccer - CAN BS (National Beach Soccer Referees Committee)
- Organi Tecnici Regionali (Regional Technical Bodies)
- Organi Tecnici Provinciali e Sezionali (Provincial and Sectional Technical Bodies)

The actual title of referee is obtained by passing an examination after attending a course held in one of the 212 sections of AIA active throughout the country. Article 1 of the Association's Regulations stipulates the requirements for becoming a referee, and they are summarized as follows:

- between 15 and 35 years of age
- compulsory secondary school diploma
- a medical certificate of fitness for the exercise of competitive sports
- a declaration of non involvement in bankruptcy
- a declaration of no criminal convictions for willful crimes during the last ten years

Annual membership is automatically renewed if the referee is in good standing with the payment of his/her dues, medical certification, as well as with the compulsory technical activities and those of the association.

AIA AFFILIATES BY AGE



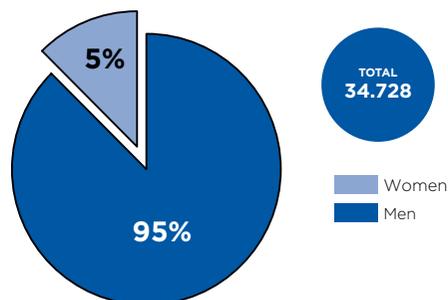
The women in the AIA National Technical Bodies are divided in the different leagues as follows:

- 2 Assistant Referees in Serie B
- 1 Effective Referee in the I and II Division championships
- 5 Effective Referees and 14 Assistant Referees in Serie D
- 5 Effective Referees in CAI for the championships of Eccellenza, Promozione, Juniores and Women's Football
- 19 Effective Referees in the National Futsal championships

Women's participation in the activities of the AIA represents 5% of all AIA affiliates. The spatial analysis of the presence of women in AIA shows that they are well spread throughout the country, with some regions (Abruzzo, Molise and Sardegna) where the female percentage of total affiliates is over 10%.

ITALIAN REFEREES ASSOCIATION

CLASSIFICATION BY GENDER OF AIA AFFILIATES



An European wide comparison in the different categories of refereeing makes it possible to highlight the position of Italy as the country with the highest number of international referees and assistant referees in the FIFA rankings.

INTERNATIONAL REFEREES - COMPARISON

	AE	AE W	AA	AA W	AEC5	AE C5 W	Beach Soccer
Italy	10	3	10	4	4	2	4
Austria	7	1	10	4	2		
Belgium	7	3	10	2	4		
France	9	0	10	4	3	0	3
Germany	10	0	10	4	2		
Greece	7	4	10	4	2		
England	8	3	10	4	2		
Portugal	9	3	10		4		2
Spain	8		10		4		3

AE = Effective Referees (men)

AE W = Effective Referees (women)

AA = Assistant Referees (men)

AA W = Assistant Referees (women)

AE C5 = Effective Referees Futsal (men)

AE C5 W = Effective Referees Futsal (women)

AIA CODE OF ETHICS

AIA has adopted a Code of Ethics to give the refereeing world rules on ethics in sports not only as security for refereeing as a technical activity, but also regarding the life and activities of the Association as such, and in relations with FIGC institutions.

The substance of this Code of Ethics concerns fairness and being unbiased as inalienable and non negotiable values for a referee on the field and in daily life. Also condemned are doping and the use of psychotropic substances of any kind, as well as any form of violence, racism and discrimination. The referee is projected as the guarantor of the observance of the rules, and his/her behaviour and image, also off the field of play, should promote the educational values of sport and healthy competition.

TRAINING OF REFEREES

AIA organizes regular technical sessions, the most important moments for the training and assessment of referees available to every technical body. These training sessions include:

- educational meetings (with the use of multimedia technologies) for the analysis of regulatory case studies with an impact on the seventeen rules of the game of football
- specific types of athletic training and subsequent testing of preparation carried out individually at the 70 training facilities around the country

Held at the level of each section and region are an average of two sessions each season, with the holding of 462 training events with well-developed organizational characteristics and techniques similar to those of the National Technical Bodies. Foreseen at national level sessions are an average of 5 hours of daily teaching and 3 hours of athletic training and tests for at least two days of work. Foreseen in territory based sessions is a number of hours dedicated to teaching analogous to the national sessions, with an average duration of 1 to 2 days.

ITALIAN REFEREES ASSOCIATION

AIA 2011 NATIONAL MEETINGS

Category	Meetings	Referees	Assistants	Observers
CAN A	23	20	40	16
CAN B	19	24	44	16
CAN PRO	14	95	188	74
CAN D	3	189	349	159
CAI	3	153	-	108
CAN 5	3	303	-	94
CAN BS	2	41	-	5

In addition to the aforementioned sessions, the Italian Referees Associations organizes other activities for the training of its affiliates. One of these is the "Talent & Mentor" project born as a result of the signature of the UEFA Referee Convention in 2009 by FIGC-AIA. This project consists in the training by the Refereeing Technical Sector of a group of trainers to whom particularly talented referees are 'entrusted'. The purpose of this project is bolster the training and raising of young referees. The Talent & Mentor group can count on 50 associates with a significant amount of knowledge and technical experience.

AIA SOLIDARITY FUND

This fund was created in 2007 in the wake of the tragic events that occurred in the football world in Catania and Cosenza, historically known by the names of the victims (Raciti and Licursi). Following these events, a volunteer fundraising campaign launched among all the AIA affiliates collected 60,000 Euro, which were then allocated among the relatives of the victims. The Solidarity Fund is sustained by means of voluntary contributions made by affiliates, while the National Committee of the AIA, a collegial decision-making body, sets criteria for the allocation of available funds, identifies the beneficiaries of support, decides on the provision of assistance and on fundraising activities. Since its creation the fund has collected more than 120,000 Euro. On the occasion of the earthquake that struck the Abruzzo region in 2009, fundraising among

the affiliates of the 212 sections throughout Italy generated a total of 76,656 Euro equally distributed among the 112 AIA affiliates in the area of L'Aquila particularly affected by the earthquake

VOLUNTEERS

Voluntary activity is at the basis of the existence and operation of the AIA as an association. Except for the referees and assistant referees of Serie A and B, as well as the heads of the national technical bodies, none of the affiliates receive any compensation for the performance of institutional activities. Only in certain cases extremely limited in numbers (i.e. national and territorial senior managers) does an affiliate receive a fixed daily allowance or an allowance linked to the service rendered to the association, and this in accordance with current rules on amateurism in sports. Active referees are reimbursed for expenditures on the occasion of a match, and in addition there is a flat allowance covering all expenses in the cases of regional and provincial championships. All the other sundry thousands of affiliates serve voluntarily in the territorial branches of the association (Regional Sections and Committees) offering their experience and professionalism without receiving any compensation.

AIA SOCIAL ACTIVITY

In terms of solidarity endeavors, the 212 referee Sections active all over the country organize and promote awareness heightening campaigns on social issues. The aim of some of them is to raise funds for third parties (e.g. AVIS, UNICEF, etc.), or support organizations active in promoting socially relevant themes.

Listed below are some of the initiatives promoted by the AIA:

- awareness raising campaign against Saturday night highway massacres in collaboration with the Forum Nazionale dei Giovani
- awareness raising campaign for the prevention of cardiovascular diseases in collaboration with the Forum Nazionale dei Giovani
- campaign in favour of Telethon for research on genetic diseases
- campaign for cancer research in collaboration with AIRC
- campaign to support the fight against hunger in the world in collaboration with ActionAid.



STAKEHOLDER ANALYSIS

In order to understand the meaning of the word "stakeholder" we have to understand the formation of this English word. "Stake" means "post, bet", but associated with "to hold a stake" it has the connotation of "to have an interest, to have a right". Indicated with the term stakeholders, therefore, are all those who harbor an interest, who are interested parties with respect to the Association's activities and are in a position to influence outcome and choices. Despite the abundance of contributions in literature, the definition that encompasses all the nuances useful for understanding the relations existing within the FIGC as a corporate subject is as follows: "A stakeholder is any group or individual who can affect or be affected by the achievement of the objectives of the organization".²

The stakeholder analysis of the FIGC can be represented through a map offering a schematic overview of the major relations existing between the Association and its partners. The following table shows the relations and activities of listening/dialogue (stakeholder engagement) between the FIGC and the different categories that have been identified by the working group involved in the preparation of the Sustainability Report through internal meetings and interviews with different departments and offices of the FIGC. The matrix is a summary of the relations between the main activities of the FIGC and the most relevant stakeholders for reporting purposes. The filled cell symbolizes the importance of the activity for the stakeholder of reference.

² Freeman, 1984, "Strategic management. A stakeholder approach". Pitman

RELATIONS BETWEEN ACTIVITIES AND FIGC STAKEHOLDERS

Activity Associations FIGC Bodies	Sport Justice	Italian Referees Association	Youth and School Sector	Technical Sector	Club Italia	Marketing	Communication	Promotion	Stadium Safety and Security	Ethics	Development Department	Anti-doping	International Relations	Control	Partnerships Non-Profit Ass.	Legacy	Human Capital Management	Economic Capital Management	Property Capital Management
FIGC Stakeholders																			
Other Ministries	o		o				o				o						o		
Referees	o	o	o	o			o		o	o	o		o			o		o	o
Non-Profit Associations		o	o		o		o	o		o	o				o				
Players	o	o	o	o	o	o	o	o	o	o		o			o	o		o	o
CONI	o		o		o		o		o	o						o	o	o	
FIGC Employees										o	o					o	o	o	o
Managers	o	o	o	o	o		o		o	o	o	o		o		o		o	
Local Entities			o		o	o	o	o	o	o	o					o	o		
Sport Promotion Org.			o				o			o	o								
Families		o	o	o	o		o	o	o	o					o	o			
Foreign Associations		o	o	o	o		o	o	o	o	o		o			o		o	
National Sports Federations												o							
FIFA	o	o	o	o	o		o	o	o	o	o	o	o		o	o		o	
Suppliers				o	o	o		o		o	o					o		o	o
Ministry of Foreign Affairs					o		o				o		o			o			
Media	o	o	o	o	o	o	o	o	o	o	o	o		o	o	o		o	
Doctors and other health professionals			o		o					o		o							
Ministry of the Interior					o				o	o									
Sport and Tourism Ministry			o				o			o	o					o			
Schools and Universities			o	o			o	o		o	o	o				o	o		
Football Clubs	o		o	o	o		o		o	o	o	o	o	o		o		o	
FIGC Sponsors				o	o	o	o			o								o	
Stewards					o				o	o									
Technical Personnel	o	o	o	o	o	o	o	o	o	o	o	o		o	o	o		o	o
Supporters	o	o	o		o	o	o	o	o	o		o		o	o	o		o	
UEFA	o	o	o	o	o		o	o	o	o	o	o	o	o	o	o		o	



PART TWO

ASSOCIATION ACTIVITIES

Italia



INDEX

PART TWO – ASSOCIATION ACTIVITIES

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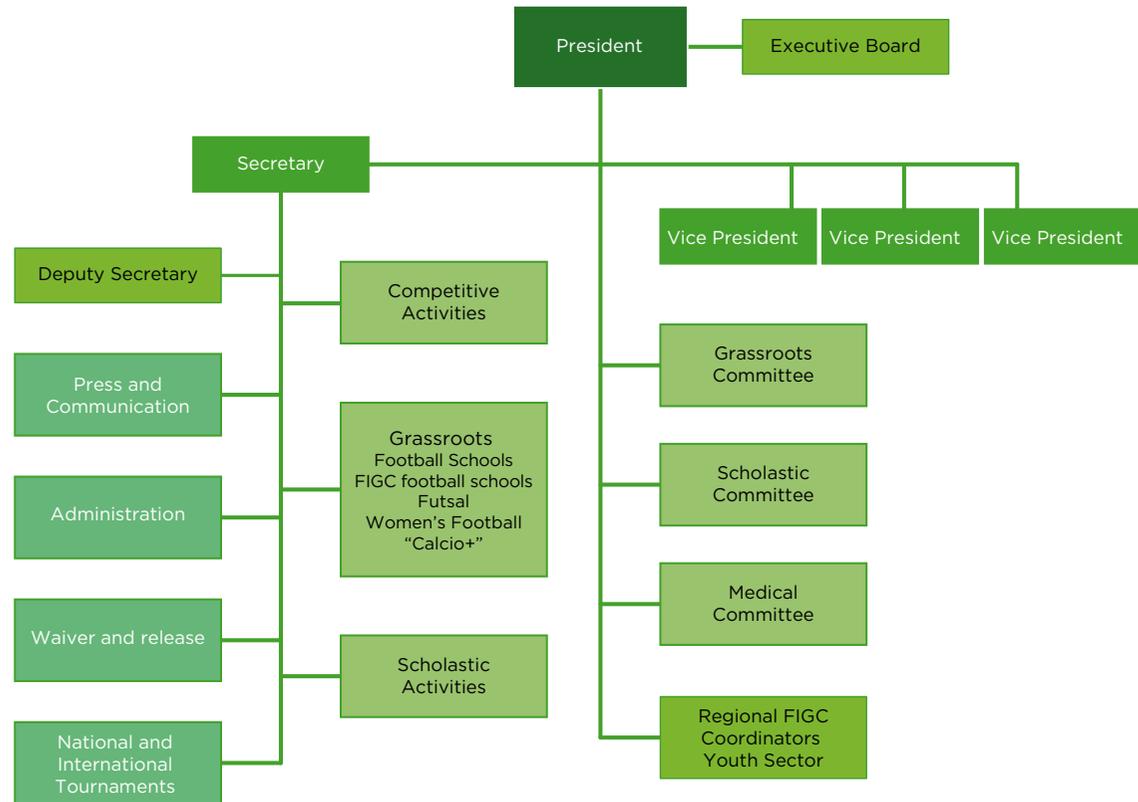
YOUTH AND SCHOOL SECTOR

The Youth and School Sector is the body through which the Italian Football Association promotes, regulates and organizes the activities of young players between the ages of 5 and 16, and in so doing pursues technical, educational and social aims.

The rules under which the activities of the SGS are organized are issued in accordance with the UN Charter on the Rights of Children in Sports. For further details, see Part Three (Social Responsibility).

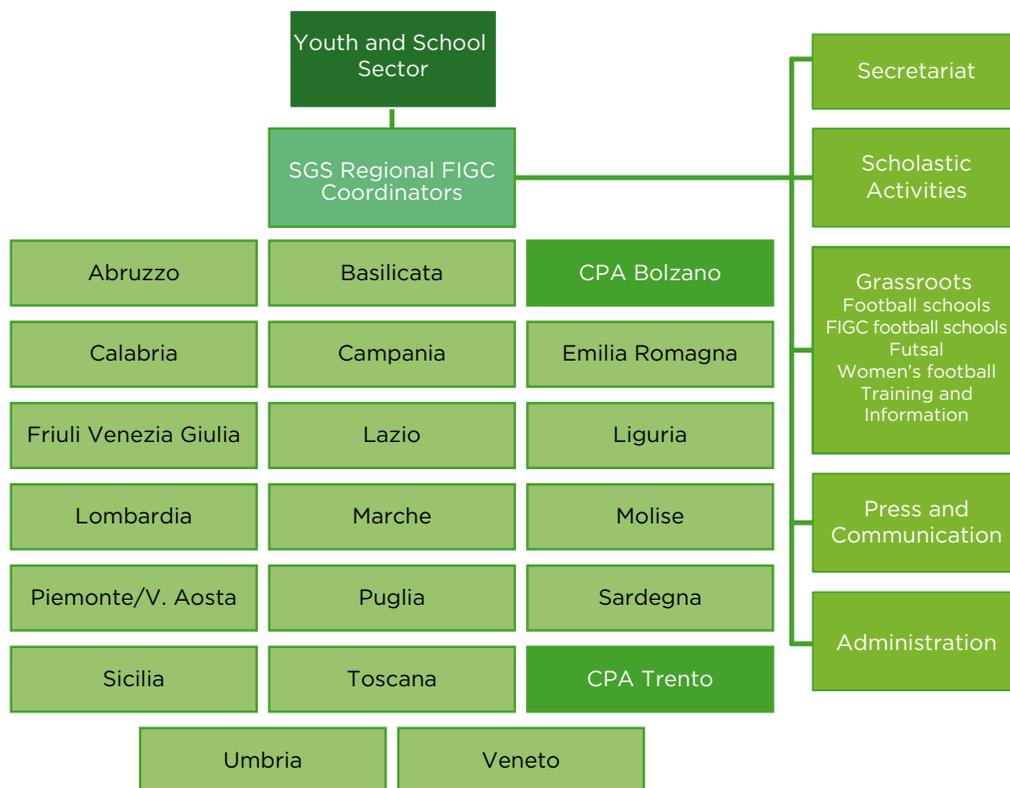
The national central structure of the Youth and School Sector consists of a President, a position currently filled by Gianni Rivera, who was appointed by the Executive Committee on the proposal of the President of the Italian FA, and is assisted by a Executive Board and Committees for grassroots, scholastic and medical activities. At the regional level, the SGS is represented by the SGS FIGC Regional Coordinator, who is appointed by the President of the Italian FA and assisted by a group of volunteers, including an expert for grassroots activities and an expert for scholastic activities. Throughout the country there are approximately 250 SGS collaborators, mainly physical education instructors and/or qualified FIGC technical personnel to support and oversee activities in football schools and other schools participating in projects and programmes.

ORGANIZATION CHART



YOUTH AND SCHOOL SECTOR

TERRITORIAL ORGANIZATION



With respect to the activities of the SGS in specific terms, this sector operates through its central and territorial bodies, as well as through the corresponding bodies of CONI and other parties active in the areas of the promotion of physical activity and the development of sports among youngsters. In particular, the SGS regulates youth football activities and is responsible for the promotion of football in schools.

At the same time, it organizes the national championships of the Allievi and Giovanissimi Nazionali categories (including the Under 17 and Under 15 teams of professional clubs), while the championships reserved for amateur and "Puro Settore Giovanile" (Youth Clubs) are organized locally by the Regional Committees, Provincial and District Representatives of the LND.

In addition, the SGS:

- promotes appropriate endeavors to disseminate the educational values of sports
- disseminates knowledge about hygiene, medicine and psychology among clubs, coaches and instructors, doing so with the results of specific research carried out by the Technical Sector
- defines the relations with the elementary and secondary school system, establishes rules, criteria and parameters for recruitment and training activities, as well as for the sporting, moral and social protection of young players.

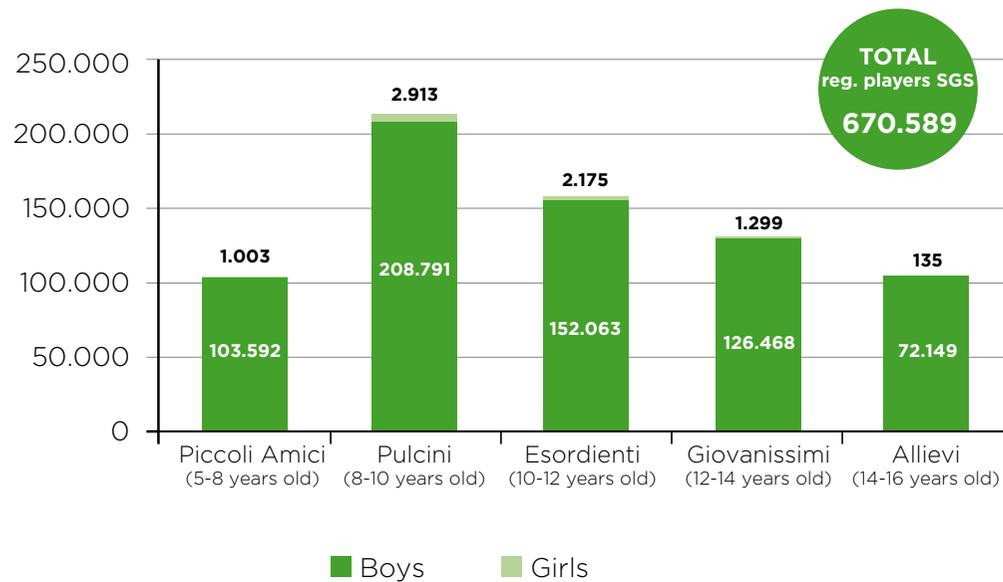
YOUTH AND SCHOOL SECTOR

SGS IN FIGURES

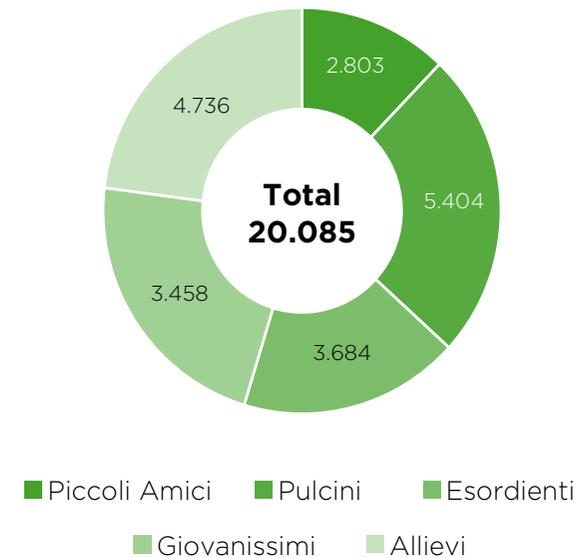
As of June 30, 2011, young players in the SGS with annual registration status reached a total of 670,589, of whom approximately 55% falls within the Pulcini and Esordienti categories; the teams that took part in the SGS activities numbered 54,199, of which 40% in the Pulcini category.

Moreover, during the 2010-2011 season the SGS members who played in Futsal leagues totalled 20,085. The largest category, with about 27% of the players, was Pulcini, which includes young athletes aged 8 to 10, Followed by Allievi, Esordienti, Giovanissimi and Piccoli Amici categories.

2010 - 2011 SGS REGISTERED PLAYERS BY AGE CATEGORY AND GENDER



FUTSAL REGISTERED PLAYERS 2010 - 2011



YOUTH AND SCHOOL SECTOR

Comparing the number of registered players for youth football activities with the Italian male population of the same age, demonstrates that as of 30 June 2011 approximately 20.5% of the children between 5 and 16 years of age were registered players. Particularly significant are the data concerning the Pulcini and Esordienti categories, which show, respectively, a density of 23.9% and 26.2%.

On the contrary, the analysis of data regarding girl Football Players indicates that on average about 0.3% of girls between 5 and 16 years of age were registered FIGC members. The percentage dropped to 0.1% in the Piccoli Amici category, while in the other categories the density of registered players compared to the same age population was approximately 0.4%.



RATIO BETWEEN REGISTERED PLAYERS AND TOTAL POPULATION BY AGE GROUP

BOYS: 5-16 YEARS OF AGE			
	Reg. players	Population	Density
5-7 years	103.592	881.375	11,8%
8-10 years	208.791	875.206	23,9%
11-12 years	152.063	579.678	26,2%
13-14 years	136.685	578.960	23,6%
15-16 years	116.215	583.606	19,9%
Total	717.346	3.498.825	20,5%

GIRLS: 5-16 YEARS OF AGE			
	Reg. players	Population	Density
5-7 years	1.003	831.589	0,1%
8-10 years	2.913	827.457	0,4%
11-12 years	2.175	547.211	0,4%
13-14 years	1.952	545.300	0,4%
15-16 years	2.159	549.064	0,4%
Total	10.202	3.300.621	0,3%

Note: the density is the ratio between the number of players and the population in the various age groups. The total number of registered players is higher than the one reported in the opening paragraph (670.589) because also included in this analysis were the "young amateurs" and "young professional" players

YOUTH AND SCHOOL SECTOR

CLUBS AND FOOTBALL SCHOOLS

In Italy 9,346 clubs participated in youth sector official activities, and 7,189 of those were engaged in the grassroots category (5-12 years). Depending on the requirements possessed, these clubs are divided into three typologies:

- qualified football schools
- football schools
- grassroots centers

The requirements are as follows:

- dissemination to all parents of the "Carta dei Diritti dei Bambini"
- indication of a football school manager
- indication of a medical doctor
- the presence of a minimum number of technical personnel qualified or specially trained by the Youth and School Sector, depending on the type of football school
- activities aimed at informing and updating technical personnel, managers, parents and young players, with relative minimum requirements depending on the type of football school
- support of a psychologist, for the qualified football schools
- always with respect to the qualified football schools, the development of a specific project to be carried out locally in one or more of the following areas: activities for girls, agreement with an educational institution, activities for the integration of the otherwise able, and social endeavors in the local surroundings.

The SGS official activity is regulated with the child as the priority. More specifically, for categories, Pulcini (8-10 years) and Esordienti (10-12 years),

matches are held in reduced size pitches and divided into three periods of play. All children on the list of players for a match are to play at least one full period without being replaced. It is also possible for the coach to use the time-out to talk to the children and thereby avoid unnecessary shouting, which is considered counterproductive to learning. With regard to compliance with the rules

of the game it is possible to use the self-refereeing formula, compulsory for Pulcini as of the 2011/2012 season, and also developed has been the Green Card, which recognizes fair play gestures during the match.

SELF-REFEREEING

Since 2011-2012 the self-refereeing formula has become mandatory in the Pulcini Category and discretionary in the Esordienti category

Commissione Premi di Preparazione (Training compensation Committee)

Clubs applying for the initial registration as "young professional", "young amateur" or "non professional" of players who in the previous season were registered by the Youth and School Sector under annual registration status are required to pay a 'training compensation' to the club for which the player was previously affiliated. This is determined on the basis of a parameter updated at the end of each season, and based on the processing of various ISTAT indices. Given the sensitivity of the activities in question, the FIGC has set up a special Training compensation Committee as a first instance dispute settlement body. This Committee is also in charge of providing clarification to clubs regarding the actual registration status of the players for the submission of any appeals, and is responsible for updating the annual parameters with respect to variations in the ISTAT indices. During the 2010-2011 season the Training compensation Committee examined 944 appeals, of which 753 were accepted, 127 rejected and 64 judged inadmissible, while in the previous season 1,106 appeals had been investigated

YOUTH AND SCHOOL SECTOR

HEALTH SAFEGUARD AND PREVENTION

Every year over 2,000

Football School Instructors attend BLS-D First Aid courses for the use of the semiautomatic defibrillator

- 60 courses for manager-referees
- 61 courses on BLS-D, first aid and the use of semiautomatic defibrillator
- 138 updating courses for technical personnel
- 95 sessions with psychologists (mainly for adults)
- 447 information sessions for technical personnel, managers, parents and young players

Moreover, 1,981 visits to football schools and 1,823 match-checks took place during the meetings provided for in the grassroots categories. Organized at the end of the season in the various categories were events associated with information segments for young people, parents, managers and technical personnel. For example:

- "Fun Football" for Piccoli Amici
- "Sei Bravo a...Scuola di Calcio" for Pulcini
- "Torneo Fair Play" for Esordienti
- "Torneo Giovani Calciatrici"
- "Torneo per Rappresentative Regionali Under 15 Femminile"

At the national level, the most important event is the Grassroots Festival

Moreover, during the 2010/2011 season, activities on the local level dedicated to football schools and clubs involved in youth activities included a number of training and information initiatives:

- 77 CONI-FIGC courses for football school instructors without FIGC qualifications
- 80 courses for grassroots football centers
- 26 courses for managers

which takes place every year at the FIGC Technical Center of Coverciano with the participation of the schools and clubs (also at the Futsal and girls football level) considered most deserving also in light of technical and organizational aspects. Organized every year in collaboration with the Club Italia is also "Calcio+", a week long educational camp for girls playing on the Under 15 regional teams.



YOUTH AND SCHOOL SECTOR

PROJECTS IN SCHOOLS

Some activities carried out by the Youth and School Sector are specifically aimed at schools.

In 2011, SGS promoted two particularly significant projects:

- “SuperClasse Cup”, dedicated to Secondary Schools
- “I Valori Scendono in Campo”, dedicated to Elementary Schools

SuperClasse Cup is a training project launched to heighten the awareness of pupils, teachers and parents about the importance and practice of responsible behaviour. The three editions of the years 2009, 2010 and 2011 were reserved to the classes of the 2nd, 3rd and 4th year of Secondary Schools, public and private, in 28 Italian provinces. Each class entered is involved in interdisciplinary didactic class work intended to help the pupils come up with proposals, initiatives and relative paths to one or more of the proposed themes (food, health, hygiene, environment and sustainable development, use of new media, entertainment, leisure and playtime, safe and responsible driving...). Parallel thereto, each class also participates in a school Futsal tournament organized under the hallmark of values such as loyalty, friendship, solidarity, inclusion, respect, fun and imagination. With a view to ‘winning the cup’, 50% of the final score is assigned on the basis of educational results, while the remaining 50% to the results obtained in the Futsal tournament.

I Valori Scendono in Campo is a training project that combines, enhances and links different activities. This initiative brought the myths, rules and values of football into schools in large and small Italian cities, with the main aim of promoting the sports-related and cultural identity of Italy against all forms of violence and, parallel thereto, rediscovering the passion for sports. The project started in 2009 with the involvement of pupils in the 2nd cycle of Primary Schools in 10 Italian “sample” regions for a total of 57 provinces, and was extended in 2010 and 2011 to all regions for a total of 100 Italian provinces.

PROJECTS IN SCHOOLS

SUPERCLASSE CUP				
Academic Year	Regions	Schools	Classes	Participants
2008/2009	10	28	56	1.120
2009/2010	20	196	875	17.500
2010/2011	20	223	223	19.240
I VALORI SCENDONO IN CAMPO				
Academic Year	Regions	Schools	Classes	Participants
2008/2009	10	345	2.070	41.400
2009/2010	20	565	3.390	67.800
2010/2011	20	545	3.270	65.400

Worthy of note among other training initiatives are:

- The “Arbitro Scolastico” Project, in agreement with the AIA and the Ministry of Education (MIUR) to enable young students to take a course to qualify as a school referee and referee matches within their own school
- agreements between schools and sports clubs designed to facilitate the educational-local surroundings continuity and cross-cutting knowledge and know-how to improve sports culture
- the support provided by FIGC to the MIUR and CONI for the organization of the Giochi Sportivi Studenteschi (Student Sports Games)

UEFA GRASSROOTS CHARTER

In 2009, the FIGC signed the UEFA Grassroots Charter, a Statute of commitments and requirements to be met in the field of youth activities, such as the development of the philosophy and culture of grassroots football, the training of technical personnel and managers engaged in youth activities youth, training for young people aged between 5 and 12 and between 13 and 19 and, parallel thereto, the commitment to develop and achieve other types

YOUTH AND SCHOOL SECTOR

of objectives not specifically sport-related in nature (through, for example, the development of promotional and social policies). On reaching the different parameters UEFA assigns stars as merit value. In 2011, in addition to the initial star, awarded to the FIGC were two additional stars for the number of young registered players, for the social policies implemented and for the development of activities for the otherwise able.

PROTECTION OF THE REGISTRATION PROCESS AND THE RULES CONCERNING THE ORGANIZATION OF SESSIONS

The FIGC regulations are designed to protect young people in keeping with the different FIGC action principles. In particular, the rules allow young people up to 16 years of age to be registered only within their region of residence, or in a neighboring province of a different region¹. Moreover, prohibited in sessions for the selection of young players is the involvement of children who have not yet reached their twelfth birthday (this coincides for the FIGC with the age at which competitive activity may begin).

SOCIO-EDUCATIONAL AND AWARENESS-RAISING ACTIVITIES

The SGS has a variety of social and educational activities at the youth level all over the country pursuing the social objective of raising the awareness of both adults and young people about issues related to integration and educational aspects related to the values of football. These activities are discussed in detail in Part Three (Social Responsibility).

PUBLICATIONS

In order to support activities and integrate the teaching activity in particular, the SGS has prepared a number of publications including the "Guida Tecnica

per le Scuole di Calcio" (Book + DVD) designed for Football School trainers, "Educazione-Calcio-Scuola", a series of textbooks for elementary school personnel, "Cari Genitori" a brochure for parents, and the booklet "Noi e la Salute", with useful information for health protection.



¹ In the presence of some minimum necessary requirements (regulated by art. 40/3 of the FIGC NOIF stipulating that meals, lodging and assistance are to be provided, also during free time) it is possible to obtain a waiver for children between the ages of 14 and 16. This waiver is issued by the President of the Italian FA after due evaluation by the President of the Youth and School Sector.

TECHNICAL SECTOR

The FIGC Technical Sector, headed by Roberto Baggio, conducts activities in the areas of study, training and qualification for the dissemination and technical improvement to the game of football. The Technical Sector, more specifically, is competent with respect to matters relating to the definition of the rules of the game, athletes and coaches training techniques and constant monitoring of social, cultural, scientific and economic information related to the increasing development of the game of football. At the organizational level, the Technical Sector, based at the FIGC Technical Center of Coverciano, is divided into sections and offices that expedite the tasks related to the various sectors. In addition to its regular offices, the Technical Sector relies on the services of qualified experts on the teaching staff of the academy for coaches, including a Director, twelve teachers of football technics and tactics and two for training theory and methodology.

FIGC TECHNICAL CENTER OF COVERCIANO

The FIGC Technical Center of Coverciano (located in the municipality of Firenze) has many sports, training and medical activities facilities.

Sports facilities

- four regular football pitches, three with natural grass and one mixed
- a small football field (80 mt x 45 mt)
- two tennis courts with synthetic grass
- a Futsal field with synthetic grass
- a pool
- an athletic track
- two gyms with exercise equipment (Training Methodology Laboratory)
- a gym without exercise equipment

Facilities for training and conferences

- Aula Magna "Giovanni Ferrari" with a 148 seat capacity
- a classroom with a 30 seat capacity
- "Foresteria" (Guest facility) lecture hall with 50 seat capacity
- Library
- Museum

Medical Facilities

- emergency room
- medical therapy room
- room for medical fitness examinations

Within the FIGC Technical Center there are also a hotel and a restaurant, open daily and available to guest technical personnel, athletes and FIGC staff.

State of the art facilities

The structure of Coverciano houses the latest generation of reinforced grass pitches. The project is part of a broader desire to provide the FIGC Technical Center of Coverciano of with modern and leading edge facilities. The reinforced grass pitch is a 'Made in Italy' patent which led to fruitful collaboration between the FIGC, the University of Pisa, the LND and CONI. The mantle is composed of a clogging of 100% natural grass seeded on an artificial substrate for roots protection. This ensures the resilience and uniformity of the pitch itself, as well as proper drainage, thereby providing players with the use of a high quality training facility.



TECHNICAL SECTOR

ACTIVITIES

In 2011 the Technical Sector organized a total of 58 courses, which were attended by 3,004 people for a total of 5,624 training hours both in the classroom and on the field. The following are the main educational and training initiatives carried out by the Technical Sector.

Courses for football coaches

- 36 UEFA B coach courses (in cooperation with the AIAC and local LND committees) each with 125 hours of training
- 2 UEFA A Second Category courses for professional coaches (held in Coverciano) each with 192 hours of training
- 1 Master Course for First Category UEFA PRO Professional Coaches (held in Coverciano), for a total of 256 hours of lessons
- 2 experimental courses for young player coaches (one in Roma and one in Firenze), 120 training hours each

Athletic Trainer Courses

- 2 courses, 160 training hours each

Futsal Coaches Courses

- 7 courses organized in different areas around the country; 64 hours of training each
- 1 First Level course organized in Coverciano, 80 hours of training.

Specialization Courses

- 2 Goalkeeper Coach Courses (held in Coverciano), 32 training hours each

Sport Manager Courses

- 1 Sport Manager Course, 96 hours of training

International Courses

- 4 Foreign Association Courses, 20 training hours each

In the framework of the UEFA Study Group Scheme programme, the Technical Sector also organized several courses for foreign associations:

Courses for foreign delegations

- 1 Elite Youth Football course for delegations from Belgium, Scotland and Turkey
- 1 Women's Football course for delegations from Azerbaijan, Malta and the Republic of Ireland
- 1 Coach Education course for delegations from Spain, Switzerland and Germany

With regards to international relations with other associations the following activities were organized:

- 1 updating course for the Presidents of the First Division teams of the Iraqi Association
- a visit of the delegations of the Association of the Republic of China and the Russian Association
- 1 training camp for the Under 17 National Team of the Association of the People's Democratic Republic of Korea

In addition to the aforementioned courses, during 2011 the Technical Center also hosted various training initiatives, including the course "Ancora in Carriera", developed by the Italian Players Union.

As part of the research activity, the Laboratory of Biomechanics and Methodology Applied to Football conducted a series of studies on football

TECHNICAL SECTOR

performance at different competitive levels. Such research and studies focused on the determination of the validity and repeatability of some tests, both on the field and in the laboratory, used for the evaluation of the physical performance of national youth teams.

This effort led to the publication of 6 papers published in international scientific journals and the development of 13 projects presented at scientific conferences.

During 2011, in addition to educational activities, the Study and Research Center of the Technical Sector also prepared several technical, tactical, psychological, cultural and social documents in 6 issues of the "Notiziario del Settore Tecnico".

In order to convey information about its activities the Technical Sector set up a dedicated website, www.settoretecnico.figc.it. This soon became a very valuable tool for all football insiders, as the average data for 2011 prove:

- 1,500 daily visitors
- 46,874 monthly visitors
- 234,742 pages viewed each month
- 30% of contacts without going through a search engine

Of particular significance was the gradual increase in contacts compared with

the previous year. The analysis of the users shows that in 2010 the site was visited with a monthly average of 35,851 visits per month, with a minimum of 31,922 in February and a maximum of 41,211 in September. During 2011 there was an average of 46,874 visits per month (an increase of approximately 31%), with a minimum of 36,508 in December and a maximum of 58,198 in October.

A significant contribution was made by the initiative to organize live lectures, or 'Live-Teaching' during which, in turn, the faculty of the Scuola di Coverciano (School of Coverciano) or experts invited by the School are available to anyone on a given day and at a given time to answer questions from interested parties.

The Technical Sector website has launched new services:

- the Photo gallery and Video gallery multimedia sections, with different types of pictures and videos
- the Video Teaching section, part of the Interactive Classroom project, which offers in-depth instructional videos related to communication, medicine, training methodology, psychology, technique and tactics, and prepared by prominent people of the Technical Sector
- the cross-reference to the "Calcio e-Library" project reference site, the digital bibliographic catalogue of texts, documents, periodicals, research, theses and monographs funds property of and/or available to the FIGC

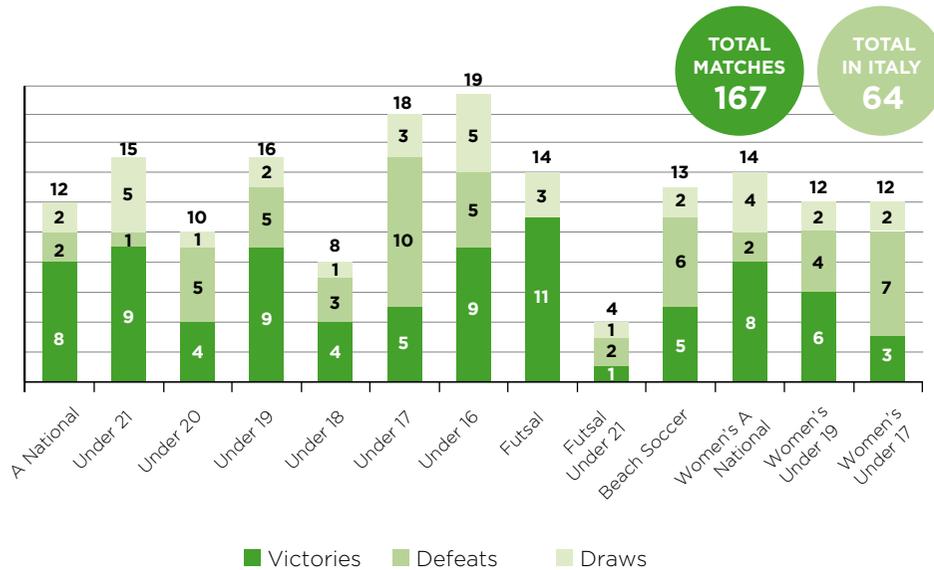
CLUB ITALIA

The Club Italia, whose President is Demetrio Albertini (current Vice President of FIGC), is the body set up by the FIGC in November 2002 in order to unify and coordinate the management of all National Teams along the lines of a football club, in which the National A Team is the first team and dependent upon it in terms of operations and programming are the 12 other Men's and Women's National Football Teams, Futsal and Beach Soccer.

During 2011, the National Teams played (in Italy and abroad), a total of 167 matches, with a record of 82 victories, 52 defeats and 33 draws.

In 2011 the National Teams played 64 matches in Italy. The region where they played most often was Emilia Romagna (with a total of 14 matches), also considering the organization of the World Championship of Beach Soccer in Ravenna.

NATIONAL TEAMS MATCHES IN 2011



REGIONAL DIVISION OF MATCHES PLAYED IN ITALY BY NATIONAL TEAMS IN 2011



CLUB ITALIA

NATIONAL A TEAM

From May 15, 1910 to December 31, 2011, the National A Team played 723 games, with a total of 391 victories, 187 draws and 145 defeats. In the course of its history the National A Team has won 4 World Cups, an European Championship and an Olympic Tournament. During the 2010-2011 period the National A Team also qualified for the final rounds of the 2012 European Championship, making its way to the final match of that competition. In 2011, the National A Team played a total of 12 matches, collecting 8 victories, 2 draws and 2 defeats. The goals scored were 17 while those conceded 6. The average attendance at the 5 matches played in Italy was around 31,000 spectators per game, for a total of just under 155,000 total spectators. The game with the highest turnout was a friendly match between Italy and Spain, with almost 52,000 spectators at the San Nicola stadium in Bari. The figure is particularly significant, bearing in mind that this game took place on August 10, that is in full summer.

2011 NATIONAL A CALENDAR

Date	Place	Match	Result
09.02.2011	Dortmund	Germany - Italy	1 - 1
25.03.2011	Ljubiana	Slovenia - Italy	0 - 1
29.03.2011	Kiev	Ukraine - Italy	0 - 2
03.06.2011	Modena	Italy - Estonia	3 - 0
07.06.2011	Liegi	Italy - Eire	0 - 2
10.08.2011	Bari	Italy - Spain	2 - 1
02.09.2011	Torshavn	Far Oer - Italy	0 - 1
06.09.2011	Firenze	Italy - Slovenia	1 - 0
07.10.2011	Belgrade	Serbia - Italy	1 - 1
11.10.2011	Pescara	Italy - Northern Ireland	3 - 0
11.11.2011	Wroclaw	Poland - Italy	0 - 2
15.11.2011	Roma	Italy - Uruguay	0 - 1

During 2011, moreover, the matches of National A Team cornered a TV viewing share of 26.01%, with an average audience of 6.9 million viewers. If we also consider the cumulative audience, that is to say the sum of TV viewers who in 2011 watched programmes containing images and content relative to the National A Team (in terms of highlights, live and recorded games and news), the figure increases to 1,317.38 million viewers for a total duration of close to 320 hours of broadcast time.

2011 NATIONAL A AVERAGE AUDIENCE AND SHARE

Typology	Date	Channel	Match	Venue	Starting Time	Ratings	Share	Rating Peak	Share Peak
Friendly	Wed 09/02	Rai 1	Germany Italy	Dortmund	20.49	8.544.207	29,00%	9.800.728	31,94%
European Champ. Qual.	Fri 25/03	Rai 1	Slovenia Italy	Ljubiana	20.47	8.038.965	28,62%	9.103.606	35,16%
Friendly	Tue 29/03	Rai 1	Ukraine Italy	Kiev	20.49	5.472.518	18,34%	6.425.523	21,89%
European Champ. Qual.	Fri 03/06	Rai 1	Italy Estonia	Modena	20.47	6.572.237	25,46%	7.550.382	28,85%
Friendly	Tue 07/06	Rai 1	Italy Eire	Liegi	20.46	6.232.141	22,26%	7.069.547	25,79%
Friendly	Wed 10/08	Rai 1	Italy Spain	Bari	20.48	6.496.933	33,93%	7.531.350	38,47%
European Champ. Qual.	Fri 02/09	Rai 1	Far Oer Italy	Torshavn	20.45	6.050.186	28,34%	6.645.459	31,81%
European Champ. Qual.	Tue 06/09	Rai 1	Italy Slovenia	Firenze	20.47	7.486.007	30,06%	8.358.508	35,46%
European Champ. Qual.	Fri 07/10	Rai 1	Serbia Italy	Belgrade	20.48	7.610.579	27,42%	8.880.756	31,07%
European Champ. Qual.	Tue 11/10	Rai 1	Italy Northern Ireland	Pescara	20.48	6.980.920	24,03%	8.108.106	27,23%
Friendly	Fri 11/11	Rai 1	Poland Italy	Wroclaw	20.47	6.100.964	22,01%	6.938.308	26,80%
Friendly	Tue 15/11	Rai 1	Italy Uruguay	Roma	20.47	7.842.402	26,49%	9.384.447	34,92%

CLUB ITALIA

MEN'S YOUTH NATIONAL TEAMS

Overall, the Men's Youth National Teams in 2011 played 86 games (40 victories, 29 defeats and 17 draws).

During the last season of calendar year 2011, the youth teams played numerous matches and training camps were organized for all the teams:

- the Under 21 National Team: 15 matches and 1 camp
- the Under 20 National Team: 10 matches and 3 camps
- the Under 19 National Team: 16 matches and 3 camps
- the Under 18 National Team: 8 matches and 2 camps
- the Under 17 National Team: 18 matches and 2 camps
- the Under 16 National Team: 19 matches and 8 camps

Throughout their history, moreover, the Men's Youth National Teams have won a total of nine European titles, five of which by the Under 21 National Team, two by the Under 19 National Team, one by the Under 17 National Team and one by the Under 16 National Team. To enhance the landscape of very young players with a scouting programme at the national and regional levels, the FIGC recently created the Men's Under 15 National Team.

WOMEN'S NATIONAL TEAMS

From 7 September 2005 to 31 December 2011, the Women's National A Team played 88 games against 36 opponents, with a record of 45 victories, 10 draws and 33 defeats. In 2008 the Under 19 National Team won the European Championship for the first time. In 2011, the Women's Teams played 38 matches (17 victories, 13 defeats and 8 draws) of which:

- 14 played by the National A Team
- 12 played by the Under 19 Women's National Team
- 12 played by the Under 17 Women's National Team

FUTSAL NATIONAL TEAMS

In 2011 the Futsal National Team played a total of 14 matches that comprised the European Championship and World Cup Qualifying matches and friendlies, scoring 11 victories, 3 draws and 0 defeats, and the Futsal Under 21 National Team played four matches, with 1 victory, 2 defeats and 1 draw.

BEACH SOCCER NATIONAL TEAM

In 2011 Italy hosted the Beach Soccer World Championship, won by Russia. The Italian Team, made it to the quarter-finals of the event. Played during the year were a total of 13 matches, with 5 victories, 6 defeats and 2 draws.

MARKETING ACTIVITIES

The FIGC, in the exercise of its official duties for the protection and promotion of the sport of football, the management and organization of National Teams and in order to maximize revenues from the exploitation of its distinctive trademarks and rights claimed, concludes agreements with businesses operating in different economic sectors for the economic valorization of radio and television broadcasting rights and sponsorships.

RADIO AND BROADCASTING RIGHTS

Within the remit of the TV Broadcasting Rights and New Media Department, on May 30, 2011 the FIGC and RAI signed the contract for the exercise of broadcasting rights for the period 2011-2014. Under this agreement, the FIGC has licenced to RAI both the FREE TV, Pay TV and Pay-per-view rights, as well as the IP-TV mode, internet and the mobile broadcasting rights for all the official and friendly home matches of the National A Team and the Under 21 National Team. Regarding the official and friendly matches played abroad by the A and Under 21 National Teams, RAI is empowered to purchase the relative broadcasting rights from the proprietors thereof, whether Football Associations or third parties, if and when the FIGC has not previously acquired said rights.

REVENUES FROM AUDIOVISUAL FIGC RIGHTS IN 2011

Origin	€
National A	32,800,000
U 21 National	1,725,000
Collateral Rights	1,194,416
Total	35,719,416

MARKETING DEPARTMENT

Falling within the remit of the FIGC Marketing Department are the valorization of the brand and distinctive signs of the FIGC and the National Teams, as well as the management of relations with sponsors through an internal structure that may also include the support of an advisor.

COMMERCIAL ADVISOR

The advisor supports the FIGC Marketing Department in managing commercial activities and sponsorship. In particular, it provides advice and assistance in finding partners both in a non-exclusive way (FIGC also reserves this right to itself) and in the definition of packages of sponsorship rights with specific proposals for the value enhancement of the positions of the national sponsors and business partners as well as assistance in the management of commercial partners.

The advisor selection process is carried out through an assessment of candidates by an "ad hoc" Committee according to the most economically advantageous criteria. The assessment takes into account several aspects: the tender articulated on a commissions basis, guaranteed minimum amounts for the four-year period, documentation certifying extensive specialized experience in the field of sports marketing and in fields of promotion and advertising.

The Committee sends its report to the Presidential Board highlighting the pros and cons of each offer and said committee assigns the role of Commercial Advisor.

MARKETING ACTIVITIES

SPONSOR DAY

The Sponsor Day organized by the FIGC is the annual meeting-event bringing together the Association, the players and corporate partners. This event is stipulated in the annual sponsorship contracts signed by the FIGC with various sponsors and partners. In the European Championships and World Cups years this Sponsor Day is held as part of the pre-championship training sessions.

The President of the Italian FA invites the presidents, CEOs and marketing managers of the partner companies to participate in a meeting with athletes, technical personnel and staff of the National Team. For the FIGC the Sponsor Day is an important opportunity for communication and meeting with its stakeholders, given the national profile of the event.

CASA AZZURRI

The Casa Azzurri project's primary objective is to be the carrier of image-related, communication, public relations, sales promotion and trading endeavors, which can be realized for the benefit of this very special 'Made in Italy' product both in Italy and abroad. Casa Azzurri is the reference point for supporters of the National Team, for partners and for all those who wish to be in direct contact with the world of the National A Team during UEFA and FIFA events around the world.

Relations with RCS Sport

For the four-year period 2010-2014 the Italian Football Association has renewed the agreement with RCS Sport as exclusive advisor for consultancy regarding the valorization of the sponsorship rights of all the Italian National Teams.

The FIGC's renewed confidence in RCS Sport is the result of four years of experience and successful collaboration that has produced highly significant results for the whole Italian football movement: the turnover of more than 60 million Euro, the result of sponsorships and the Casa Azzurri 2008 and 2010 projects marked the past four years as one of the most significant in the history of the Association.



The travelling headquarters is erected or installed in the vicinity of the stadium hosting the Italian National Team to act as a meeting place for the international audience, as well as for guests from the worlds of sports, culture, politics, entertainment and the mass media. The FIGC is rightfully proud of Casa Azzurri as the only project of its kind in Europe and the world. A brand and an event created and managed by the Association, through its eight global and European editions, this project has become a concrete structure and image of Italy abroad, with its colors, design, culture, art, food and wine, music and of course sports. Important Italian companies have been able to develop business relations in the countries that have hosted the World Cups and European Championships, they have hosted their own buyers and conducted team building activities with their own offices abroad. Ministries, regions, provinces and publically owned companies have accompanied the industrial and craftsmanship expressions of their local areas in appearing on a highly visible stage in order to foster their globalization. The Ministries have met with the Italian communities in the tournament host countries, encouraging 'back home' tourism and social exchange. Institutes have presented what tourism and agribusiness have to offer, informing, communicating, disseminating and promoting their products, services and values.

BRAND PROTECTION

In order to communicate effectively and to standardize the image of the Association projected to its target audiences, any use of the brand, identity and distinctive element that interprets and represents the image of the Association and the values associated with it must be authorized in advance. The Marketing Department is responsible for the protection of the FIGC brand, its use and its reproduction in any form, and is also responsible for managing the authorizing procedures for the use of the logo in patronage procedures. The use of the logo must fully comply with the parameters stipulated in the Corporate Identity Manual approved by the FIGC in 2010 in order to ensure its visual identity and design.

MARKETING ACTIVITIES

SPONSORS AND PARTNERS

In the initial phase of the four-year period (2011-2014) leading up to the 2014 FIFA World Cup in Brazil, sponsorship and partnership agreements have been signed with:

							
	TECHNICAL SPONSOR						
TOP SPONSORS							
OFFICIAL SPONSORS							
OFFICIAL PARTNERS							
MEDIA PARTNER		TECHNICAL SUPPLIERS				OFFICIAL VEHICLES	
							

Data as of June 30, 2012

COMMUNICATION ACTIVITIES

In order to ensure prestige, promptness, timeliness and confidentiality with respect to its stakeholders, the FIGC manages corporate communications through the Press and Public Relations Office working on the basis of well-defined guidelines. This work is carried out through:

- the use of standard tools (press releases, official statements, website, press conferences, press/TV/radio interviews, publications)
- a PR process structured on a pyramidal base that ensures essential reinforcement for the flow of communication enhanced by heightened confidentiality
- the constant monitoring of the media by means of specific instruments (online press review, audio/video/web surveys, news agencies scrolls, web surfing)

With regard to the activities of endorsement of social responsibility campaigns, the close relations between the FIGC and the TV broadcasting rights holder (RAI) is regulated on a contractual basis.

The Press and Public Relations Office conducts organizational activities (media operations) during major sporting events (qualifiers, friendly matches, specific projects for the final stages of the FIFA/UEFA tournaments such as the Casa Azzurri MediaCenter).

The Press and Public Relations Office defines, implements and manages facilities and services dedicated to the mass media and communications.

On the occasion of National Team matches in 2011 support was provided in dealing with the press at 175 events, including:

- National A Team: 41 coach press conferences and 46 meetings with the players
- Under 21: 39 coach press conferences and 36 meetings with the players
- Women's National A Team: 2 coach press conferences in Padova and Treviso
- Under 19 Women's National Team: 6 press conferences for the finals of the

European Championship, held in Italy in Emilia-Romagna

- Men's Youth National Teams: 5 press conferences of which 2 during Under 17 matches in Lecce, 2 during Under 19 matches in Viterbo and 1 during Under 20 match in Bassano

FIGC COMMUNICATION ACTIVITIES

Box and news briefs published	number
News published in 2011	1,210
Press Releases	
Press Releases published in 2011	628
Media gallery	
Media gallery published in 2011	23

WEBSITES

The FIGC website *www.figc.it*, is divided into two macro-areas, with a section dedicated to corporate communication and one dedicated to the "Vivo Azzurro" programme users community, and is the vehicle or channel that brings information to the outside world about the activities of the FIGC.

The contents cover news, official press releases, downloadable documents, such as the Statute, FIGC Regulations, the NOIF and, the ReportCalcio, as well as information about awareness raising campaigns in progress. In 2011, the FIGC website recorded 1,188,559 single visitors with 6,294,938 pages viewed and an average duration on the site of about 2'30". The new Vivo Azzurro website was developed in 2012 with the creation of an application for smartphones and tablets. This was launched at the 2012 European Championship.



COMMUNICATION ACTIVITIES

PRESS CONFERENCES

The FIGC Press and Public Relations Office also provides support in dealing with the press on the occasion of in-depth examination or awareness press conferences related to issues of social relevance. With regard to activities in 2011, press support was provided during the following initiatives:

- Amyotrophic Lateral Sclerosis Conference
- presentation of the campaign "Non mi Gioco il Cuore" for the prevention of heart disease in sports
- support for the campaign "Trenta Ore per la Vita"
- conference "Sport ed educazione alla legalità" promoted by the Osservatorio Nazionale sulle Manifestazioni Sportive (National Observatory on Sports Events)
- press conference for the presentation of the Karol Wojtyla Trophy
- support for the refresher seminar "Il calcio e chi lo racconta" (in collaboration with USSI and related to Financial Fair Play and the importance of facilities for home-grown players)
- day of study against racism in collaboration with FARE (Football Against Racism in Europe) and the clubs of the Lega Serie A and the Lega Serie B.

The FIGC Press and Public Relations Office provides support across the board for the promotion and dissemination of all social responsibility activities promoted by the FIGC. For more information about such activities please refer to Part Three - Social Responsibility.

MEDIA PLUS PROJECT

The Media Plus project made possible thanks to funding through the UEFA HatTrick programme has been designed in order to improve and simplify the FIGC's communication system with its external partners through a more efficient, secure and reliable management of the accreditation process of media and sponsors at events organized by the Association.

The Media Plus project consists of the implementation of two technologies: a system for online accreditation and international data searching.

The online accreditation system is intended to facilitate registration, thereby improving stadium access procedures and ensuring higher safety levels than normal accreditation procedures. Through a multilingual electronic interface adapted to current international standards and accessible from any computer with a password, it facilitates user-friendly and immediate accessibility. The update and adaptation of the media monitoring device through the implementation of specific tools are able to operate on an international scale and on multiple platforms.

The Orazio Full Search platform is a monitoring and search tool that allows the user to use a single database containing the information received by the Press and Public Relations Office through a software platform, fed daily and automatically updated with available information.

PROMOTION AND CRM ACTIVITIES

VIVO AZZURRO

Vivo Azzurro is intended to be a role model in the education of the football public by fostering the widest possible dissemination of fair and responsible supporter behaviour from which young people can draw inspiration. The objectives of Vivo Azzurro are the promotion of the positive values of the 'Azzurra' jersey, and the sharing of its principles such as respect, loyalty, fun, humility, imagination, commitment, pride, passion, sacrifice, and team spirit. The main communication channel is the dedicated website www.vivoazzurro.it, integrated with the institutional website (www.figc.it). The site provides users with information services and entertainment in addition to the merchandising store, electronic ticketing and contact center that, in 2011, recorded about 40,000 accesses per month.

Communication with the public is through the newsletter Vivo Azzurro, which reaches 40,000 registered users in the community, and, since 2012, through a Twitter profile, a Facebook page and a mobile application downloadable via the App Store.

CARD

The range of services includes a multi-function recognition card, which, in addition to symbolizing club membership, is the main instrument for being able to enjoy the following benefits:



- priority and facilities for purchasing tickets for the National Team matches, including those relative to the final phase of the 2012 European Championship
- periodic newsletter dedicated to club members and personalized access to the website
- access function as a Tessera del tifoso (fan card) for all professional matches
- website user area to manage personal profile and take advantage of exclusive services
- direct access to sports facilities in privileged mode and/or facilitated through dedicated gates and areas where possible
- discounts on sporting goods and merchandising of the National Team
- participation in exclusive events for Vivo Azzurro members (e.g. Hall of Fame, Coverciano Day)



Now being developed are additional services such as: the organization of package tours for attending matches of the National A Team, the expansion of the products and services included in the welcome pack, the system of benefits and discounts activated from time to time on local basis during the matches of the National Teams and a loyalty system that will allow the card bearer to accumulate points and exclusive benefits in the purchases of products and services of the FIGC and/or its partners.

PROMOTION AND CRM ACTIVITIES

CITTÀ AZZURRA

The Città Azzurra project fielded on the occasion of the official matches of the National Teams is a programme of social activities, arts, sports and education created to engage local citizens, municipalities, schools and sports fields and other local parties. In 2011, under the UEFA KISS Programme (Knowledge & Information Sharing Scenario), the Città Azzurra project won the 2nd prize at the KISS Marketing Awards, which constitute UEFA recognition of excellence. As a first step the programme was present at the official matches played by the National A Team in 2011 in Modena, Firenze, Pescara and Roma, recording an overall active involvement of close to 45,000 people in the activities organized with the support of all members and all sectors of FIGC:

- FIFA Grassroots Festival
- Museo del Calcio Itinerante (Travelling Football Museum)
- Meetings in primary and secondary schools
- Theme competitions in schools
- Conventions in universities
- Workshops organization
- Presentation of football and sports theme literary texts
- Meetings with managers of local clubs
- National Team training sessions open to the general public
- Vetrine Azzurre (Azzurre Showcases)

Vivo Azzurro at Euro 2012

On the occasion of the Euro 2012 the Vivo Azzurro programme was present at all the venues, with an information, assistance and ticketing support point for Italian fans, as well as providing coverage of news and information about the event through its video channels.



DEVELOPMENT DEPARTMENT

The FIGC's Development Department was created in November 2010 in order to develop the cultural heritage, knowledge of the scenario, managerial skills and the promotional strength of football. The Department operates on nine working areas.



STUDY AND RESEARCH

The creation of the Study and Research Division has enabled the FIGC to develop a programme for the analysis, monitoring, study and in-depth processing of national and international level data and practices regarding public bodies, associations, clubs and sports organizations in order to provide useful strategic tools for the development of the Association as such. The objectives of this specific area regard the creation of information support and the structuring of a synergy of relations and joint ventures with the stakeholders more directly related with the FIGC, and with sundry external parties, especially FIFA, UEFA, consultancy firms whether sports-related or otherwise, universities and media.

The main point of reference for all the research and reports produced by the Study and Research Division is represented by its internal database. One of the main activities of this specific area is in fact continuous monitoring, research and daily filing of all research articles and studies deemed relevant to the areas of interest analyzed and accessible on a national and international level. The considerable amount of data collected over time has led to the need to create a rational and efficient storage model, with the identification of 14 specific areas of interest and the subsequent creation of a tree structure that would permit precise, practical and specific cataloguing of the material collected.



Moreover, the Study and Research Division has rapidly evolved into a useful and cross-cutting scientific support tool for the start-up of new projects, such as the publication of the first two editions of ReportCalcio (ReportCalcio 2011 and ReportCalcio 2012). Conducted in partnership with AREL (Agenzia di Ricerca e Legislazione) and PricewaterhouseCoopers, this project mainly consisted in the preparation of a meaningful and transparent picture of Italian football. In addition to the first two editions of ReportCalcio, the Study and Research Division has also conducted considerable research in-house. In addition to the storage of material, the preparation of studies and research, and continued support across the whole FIGC structure, one of the main features of this center is its continued integration and co-

DEVELOPMENT DEPARTMENT

ordination with all other areas and with many of the activities carried out in its Department.

For example, the Study and Research Division helped develop the Calcio e-Library: accessible in the FIGC digital bibliographic catalogue (<http://biblioteca.figc.it>), there is a specific area called "Documentazione Centro Studi", where the most important articles and papers in the database are stored. The constant compilation of studies, research and presentations has also contributed to the drafting of memoranda for various meetings, conferences and workshops at national and international level, coordinated directly by the Study and Research Division, other FIGC offices, or by stakeholders external to the FIGC. At the same time, the Study and Research Division has frequently prepared support material for all training initiatives involving the Department (such as in the case of different editions of Stadia Management Course or in the lectures held at some of the most important Italian universities).

EDUCATIONAL AND ACADEMIC COURSES

The FIGC Development Department, in coordination with other training initiatives carried out by the Technical Sector and designed for technical categories of the world of football, has organized a series of advanced training courses to develop managerial skills. Two of these ventures started in 2011: the Stadia Management Course and the Museum Football Seminar.

Stadia Management is an advanced training course developed by the FIGC under the patronage of the Lega Serie A, Lega Serie B, Lega Pro and the LND. The course is structured as a programme of international studies and vision to provide an introduction to purpose, method and practical application of management strategies in a modern stadium. Stadia Management course offers participants the opportunity to follow a

training programme held by international experts to acquire knowledge on the methods of development, management and organization of football stadiums according to functional models of success. The first four sessions of the course involved a total of 74 participants, and in September 2011, in pursuit of the further development and deepening of the topics covered during the course, the "Stadia Tour" was designed. This is a programme of guided tours to four British sports facilities of different types, capacity and utilization.



Museum Football Seminar represented moment of information, analysis and discussion on topics related to the creation of a museum of football. The objective of the seminar (which saw the participation of 29 participants) was to encourage a moment of dialogue regarding the most outstanding achievements with the presentation of international best practices by the very experts who designed and implemented them.

Worthy of note among the initiatives

DEVELOPMENT DEPARTMENT

undertaken by the Department is the creation of a network of relations with a number of Italian universities. Joint work has resulted in continuous teaching and training support and in the development of new initiatives and projects.

Presented below is a list of the academic institutions with which the Department has active relations:

- Università degli Studi di Ferrara
- SDA Bocconi School of Management di Milano
- Università Cattolica del Sacro Cuore di Milano
- Università degli Studi di Modena e Reggio Emilia
- Università telematica Pegaso di Napoli
- Università degli Studi di Parma
- Link Campus University di Roma
- Università LUISS Guido Carli di Roma
- Università LUMSA di Roma
- Università degli Studi di Roma "Tor Vergata"
- Università degli Studi di San Marino
- Università degli Studi di Teramo

SOCIAL RESPONSIBILITY

A specific area inside the Development Department is dedicated to the development of various corporate responsibility social initiatives, the preparation of the FIGC Sustainability Report, and the management of relations with key partners with which the Association has close ties of collaboration. For a more comprehensive examination of the various initiatives developed and the various stakeholders involved, please refer to Part Three of this Sustainability Report.

INTERNATIONAL COOPERATION

Several cooperation agreements have been developed with foreign football associations and in which the parties have agreed to cooperate with each other in order to develop strong ties for both the pursuit of shared benefits and the promotion, growth and success of football in their respective countries. In 2011 new agreements were signed with the football associations of Iran (FFIRI), Palestine (PFA), Russia (FUR) and Serbia (FSS), while added to the list early in 2012 were Albania (FSHF) Guinea (FGF) and Qatar (QFA), for a total of 12 affiliated associations. The cooperation activities are developed through a number of initiatives, such as the organization of visits and exchanges between FIGC managers of different nations, the sharing of sports facilities and the development of training initiatives. The FIGC, more specifically, provides foreign associations its know-how and supports the associations in the preparation and/or implementation of projects according to their needs. Likewise developed has been a collaboration with the Ministero degli Affari Esteri (Ministry of Foreign Affairs) in order to support a bilateral agreement signed by the Italian Government with the Iraqi government, through the development of a training programme for managers of football clubs in Coverciano. For more detailed information on international agreements, relations with foreign associations and initiatives carried out in collaboration with the Ministry of Foreign Affairs, refer to the specific section.

STADIUMS

In the course of its data collection and preparation of studies and research activities, the Department has addressed the analysis of the current state of sports facilities and possible development prospects for the future. The most important among these various projects is represented by the

DEVELOPMENT DEPARTMENT

"Stadia Database" initiative developed in collaboration with Lega Serie A, Lega Serie B and Lega Pro. It consists of a collection of information and the creation of a database on 113 different Italian stadiums that hosted matches of football clubs participating in professional leagues in 2011-2012. The aim of the project is to photograph the current profile of the facilities from the point of view of infrastructure, compliance with safety standards, attention to the environmental and social impact on the surrounding territory. More specifically, the activity consisted in the sending of questionnaires to the various clubs, the collection of data necessary for the analysis and the ensuing creation of a database. Once the process of collecting and processing data is over, the project will be finalized with the publication of a report.

CULTURAL AFFAIRS

The various initiatives fielded, which will be dealt with more specifically in Part Three, fall within the more general process of enhancing the cultural heritage of the association and focused in particular on the creation of the Calcio e-Library and the development and coordination of the activities of the Museum Football Foundation, among which the organization of the following initiatives are the most important:

- Hall of Fame
- Premio Nazionale Letteratura del Calcio "Antonio Ghirelli"
- Museo del Calcio Itinerante
- Federazione dei Musei del Calcio

For further information please consult Part Three.

SPECIAL INITIATIVES

The coordination and development of special initiatives have focused on the stipulation and management of an agreement with the Centro Nazionale di Ricerca - CNR (National Research Council), which pursues the use of technology in football matches. The main projects and prototypes designed to assist referees in the detection and interpretation of dynamic events in football have been developed in three different areas:

- Ghost goals
- Offside
- Penalty Area

With respect to 'ghost goals', the CNR participated in the testing phase of the systems and procedures now referred to by FIFA as Goal Line Technology (GLT). The Department also participated in Sports Days, the sport exhibition organized in Rimini in September 2011 by the Italian National Olympic Committee, while in April 2012 the Department supported FIFA in the organization of the fourth edition of the FIFA Women's Football Conference, held in Roma and which culminated with an event dedicated to Women's Grassroots Football called Women's Football Day.

FUNDRAISING

As part of the funding allocated by UEFA and FIFA, each affiliated association has the opportunity to propose and implement projects aimed at creating a long-lasting legacy. The Association is committed at the end of each project to certify full respect of original plans and the economic conditions thereof. In accordance with a schedule of activities that reflects the FIGC priority areas of interest, the Development Department, along with the FIGC offices involved, attends to project design, control of execution, and final reporting to UEFA or FIFA.

DEVELOPMENT DEPARTMENT

UEFA HatTrick. UEFA launched the HatTrick programme at the end of 2003 in order to put into practice its motto "*We care about football*". The purpose of the programme is to reinvest in football the revenue generated from the main UEFA competitions and encourage affiliated associations to propose projects of development of football and the modernization of both facilities and the model of governance.

Within the HatTrick programme, FIGC requested and received UEFA funding for the following projects launched in 2011:

- FIGC Study and Research Division Project
- SGS Project - I Valori Scendono in Campo
- Stadia Database System Project
- Vivo Azzurro Project
- Press - Media Plus Project
- FIGC Sustainability Report Project
- FIGC Calcio e-Library Project
- Disciplinary Inspector's Department Project
- FIGC cultural and ethics activities Programme (E&C Programme)
- FIGC Institutional Video

UEFA also pays special attention to the development of Women's Football and offered its affiliated associations a two-stage custom pilot programme (2010/2011 and 2011/2012). Through the Development Department the FIGC applied for and received funding for both pilot phases for a total amount of 100,000 Euro useful for the implementation of the Coach Education Programme projects: a goal for Women's Football (Women's Football Division project) and Women's Under 15 Promotional programme (a SGS project).

FIFA FAP Programme. In 1998, FIFA launched the Financial Assistance Programme (FAP) with the aim of offering its affiliated associations and the six football confederations a tool to promote and develop football at the international level through the concepts of efficiency and effectiveness.

The FIFA FAP programme provides funding for an annual amount of 250,000 USD customarily used to defray the costs of the matches of Men's and Women's National Teams. The FIFA FAP programme bonus, equal to 300,000 USD in 2011, consisted of an extraordinary contribution granted to affiliated associations as a result of the economic success of the 2010 World Cup.

FIFA Grassroots Festival. In the Città Azzurra del Calcio programme, FIGC has also included some activities in coordination with FIFA related to the organization of the Grassroots Festival, events that are dedicated to the development of grassroots football.

FIFA, in particular, provided support in terms of funding and supply of technical equipment at the editions of Modena (June 2011) and Pescara (October 2011) respectively attended by 400 and 600 children.

FOOTBALL FANS PROMOTION

As far as promotion is concerned, the Development Department created and then supported the Città Azzurra del Calcio project, and in particular collaborated in a variety of activities (e.g. organization of the Museo del Calcio Itinerante, various conferences and workshops) in Modena, Firenze and Pescara. For a more complete discussion on the characteristics of the project, please refer to the specific section.

INTERNATIONAL RELATIONS

International relations are maintained and developed by the International Relations Department, which cooperates with the Development Department for the management of agreements with foreign associations.

RELATIONS WITH FOREIGN ASSOCIATIONS

Through its competent offices the FIGC organized and hosted various activities in 2011 in collaboration with the associations of other countries. In particular, in the framework of the UEFA Study Group Scheme:

- Elite Youth Football with delegations from Belgium Scotland and Turkey
- Women's Football with delegations from Azerbaijan, Malta and the Republic of Ireland
- Coach Education with delegations from Spain, Switzerland and Germany

The FIGC was equally active in its attention focused on institutional relations, hosting delegations from the Chinese Football Association, the Russian Football Union and the DPR Korea Football Association (North Korea).

With regard to courses for representatives of other associations, the FIGC organized in 2011 a refresher course for the Presidents of the clubs of I and II Divisions of the Iraqi Football Association.

Likewise underway is an ongoing collaboration with the Israel Football Association that asked for the FIGC's support in the reorganization of football in the country.

INTERNATIONAL ACTIVITIES

The FIGC plays an active role in UEFA and FIFA, and in relations with other associations. Significant in this regard is the appointment of Giancarlo Abete, FIGC President, as UEFA Vice President. Also noteworthy is the name of Antonio Matarrese, as UEFA Honorary Member. In 2011, several Italian managers were members of Committees and Panels created by both UEFA and FIFA.

UEFA:

- Disciplinary Body (part of the Appeals Body)
- Professional Football Strategy Council
- National Associations Committee
- Finance Committee
- Referees Committee
- Club Competitions Committee
- Youth and Amateur Football Committee
- Futsal and Beach Soccer Committee
- Medical Committee
- Media Committee
- Football Committee
- Stadium Construction and Management Panel
- Grassroots Football Panel
- Jira Panel
- Anti-doping Panel

INTERNATIONAL RELATIONS

FIFA:

- Committee for Club Football
- Dispute Resolution Chamber
- Football Committee
- Independent Governance Committee
- Referees Committee
- Strategic Committee
- Task Force Football 2014

Lastly in 2011, the FIGC through its representatives organized and participated in numerous international conferences and events of the IOC, FIFA and UEFA together with other foreign associations active in both the field of football and elsewhere.

BILATERAL CONVENTIONS

The care and attention that the FIGC deploys in relations with foreign associations is projected by the analysis of existing international cooperation agreements. As of today, there are 12 active agreements with foreign associations and 5 more are in the process of being defined.

Relations with the MAE and Embassies

In the development of conventions and in the management of relations with foreign associations the Italian embassies abroad and the Ministry of Foreign Affairs play an important role. Football, from this point of view, is a valuable tool for improving and developing diplomatic relations, a unique and all-embracing channel of dialogue all over the world, and an effective vehicle for the promotion of Italian quality abroad.

COUNTRIES WITH AGREEMENTS IN FORCE



Saudi Arabia
(SAFF)



United Arab
Emirates
(UAEFA)



Russia
(FUR)



Serbia
(FSS)



Australia
(FFA)



China
(CFA)



San Marino
(FSGC)



Palestine
(PFA)



Qatar
(QFA)



Albania
(FSHF)



Iran
(FFIRI)



Guinea
(FGF)

SAFETY AND SECURITY

Safety and Security in stadiums is regulated pursuant to the provisions of Italian legislation and international regulatory instruments. The first category includes the laws and decrees relating to stadium safety and security that encompass a time span ranging from Law 401 of 1989, entitled "Illegal Betting in gaming and ensuring the proper conduct of sporting events" to the Ministerial Decree of 28 July 2011, "Definition of new police auxiliary services entrusted to stewards", as well as additions and amendments to the decree of 8 August 2007 on "The organization and service of stewards in sports facilities".

Belonging to the second category are the following international regulations:

- *FIFA Safety Regulations, 2008*
- *UEFA Safety and Security Regulations, 2006*
- *UEFA Stadium Infrastructure Regulations, 2010*

In order to implement the provisions and organizational measures required by legislation in force on the prevention of and response to episodes of violence, the National Observatory on Sports Events was set up within the Ministry of the Interior in 2005. This is a collegial body composed of representatives of institutions, organizations and companies involved in the governance and management of sports events in Italy, and it operates under the Dipartimento della Pubblica Sicurezza (Public Safety Department). The members of the Observatory are appointed by the Ministero dell'Interno (Minister of the Interior), for a term of four years and may be reappointed. Appointed for each of them is an alternate. It is the task of The Observatory to monitor phenomena of violence and intolerance committed during sports events and assess the safety level of sports facilities, examining issues related to planned events and ascertaining the risk level the selfsame events.

The Observatory also has working groups: one for the training and qualification of training structures (stewards) and one for stewarding guidelines. There are

also groups that pursue indepth discussion on matters such as the Tesserà del tifoso, ticketing, cheering and spectator behaviour, facility design and stadiums without barriers.

NATIONAL OBSERVATORY ON SPORTS EVENTS

Composition



SAFETY AND SECURITY

Carried out in this context is the work of the Coordinatore nazionale dei delegati per la sicurezza (National Coordinator of Safety and Security Delegates), who is appointed by the FIGC (4 year term of office) after due consultation with the President of the National Observatory on Sports Events (Observatory of which the National Coordinator is a member).

Established under the Memorandum of Understanding of 2007 on the recruitment and training of personnel involved in public safety in sports facilities and signed by the Ministry of the Interior, CONI and FIGC, the National Coordinator of Safety and Security Delegates accompanies and assists clubs in the process of setting up, training and qualifying safety and security delegates and stewards through the organization of seminars, meetings and workshops. As part of the activities of the Observatory as such, the National Coordinator of Safety and Security Delegates helps prepare stewarding guidelines, provides insight on issues related to safety/security plans and regulations governing the use of stadiums with a view to the development of the steward profile and the participation of representatives in the planning and management of safety/security in connection with football matches.

Safety and Security Delegate

The Safety and Security Delegate constitutes an evolution in the profile of the person responsible for stadium safety conditions set forth in the Ministerial Decree of 19 March 1996 and defined in even greater detail in the Ministerial Decree of 8 August 2007, which regulated the use of stewards in Italian stadiums. This delegate plans the use of stewards, prepares the list of personnel deployed, directs and supervises the stewards, is responsible for the preparation of the stewards guidelines, and is responsible for maintaining the safety status of the facility. Within the system of National Licences and in order to ensure registration of their teams in national championships, as of the 2012/2011 season all clubs are required to appoint a Safety and Security Delegate and a deputy Safety and Security Delegate.

Introduced by the FIGC in the UEFA Club Licensing Manual has been Article 35 of the UEFA Club Licensing and Financial Fair Play Regulations (Edition 2010), which stipulates for each club applying for the UEFA Licence for the season 2012/2013 the appointment of a Supporter Liaison Officer (SLO) to "ensure fruitful and constructive interaction" between clubs and the fans.

In October 2011, UEFA, in collaboration with Supporters Direct, presented the new figure of the SLO to define its profile, tasks and responsibilities, but also to provide assistance to associations to embark upon a pathway towards quality improvement in relations between fans and institutions in the world of football. In particular, the SLO is expected to:

- inform fans about major decisions taken by the club and provide the point of view of the fans in that regard
- build strong relations with the entire base of supporters, the forces of law and order, and the Safety and Security Delegate
- participate, along with the Safety and Security Delegate, at meetings with the police, especially during the days leading up to a match
- organize meetings between fans, police and institutional representatives
- communicate with the stewards and security staff and encourage supporters to cheer responsibly

Each club is to adopt all measures necessary to facilitate the implementation of the tasks assigned to the SLO and associations are to develop, coordinate and promote the work undertaken by the clubs.

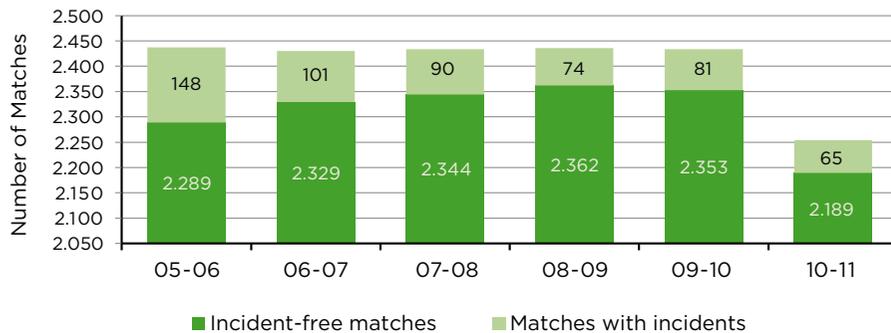
In order to achieve this goal UEFA and FIGC deem the training phase essential. Initial training will be organized by UEFA and is intended for national associations. The Associations are then to instruct the respective clubs, striving to transfer the contents of the Manual to those appointed to the office of SLO.

SAFETY AND SECURITY

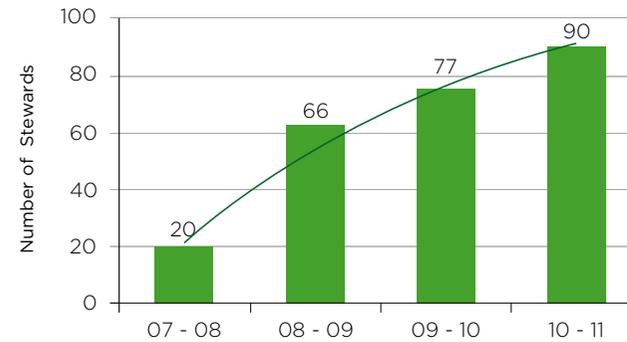
Trend data on hooliganism in stadiums reveals the evolution underway in the safety/security system in sports events in Italy. The measures adopted and implemented from 2005 to 2011 led to a 44% decrease in the number of incidents in stadiums. During the season 2005/2006, in fact, there were incidents during 148 matches, and during the season 2010/2011 this figure dropped to 65. In addition, there was a 52% decrease in the number of persons arrested: from over 250 arrests during the season 2005/2006 to 134 during the season 2010/2011.

The contribution of the stewards to achieving that goal was crucial, and this to the degree that as a result of a fourfold increase in the number of stewards deployed, there was a marked decrease in the number of police officers used, which went from more than 240,000 during the season 2005/2006 to approximately 157,000 during the season 2010/2011.

INCIDENTS IN STADIUMS 2005 - 2011



STEWARDS DEPLOYED PER MATCH 2007 - 2011



Fan Card

The Tessera del tifoso (Fan Card) first appeared on the scene in Italian stadiums in the 2010-2011 season, and is evolving more and more in the direction of becoming a tool for inclusion, fidelity and simplification through the adoption 'ad experimentum' of additional application models (e.g. electronic voucher, fidelity card) promoted by the National Observatory on Sports Events and intended to achieve better quality participation at sporting events and enjoyment of them by fans. The card is used to subscribe to a season ticket, attend away matches and access the guest areas of a stadium. It also permits access to fast-track gates and the avoidance of at-gate controls, as well as the possibility to purchase tickets without showing a personal identity card. Card holders also have a right to all the benefits extended by clubs to their own customers.

FAN CARDS REQUESTED / ISSUED IN 2010-2011

Cards requested	967.546
Cards issued	876.468

SAFETY AND SECURITY

INTEGRITY AND AWARENESS RAISING IN THE SYSTEM

The issue of integrity plays a role of primary and mounting importance in the football landscape. UEFA has always been very active on these issues and in March 2011 approved the introduction of a new profile, the Integrity Officer (IO) to create a focal point in each Association on the subject of match-fixing and corruption. The Integrity Officer is responsible for:

- the promotion of activities and prevention programmes at the local level
- receiving and collecting information on cases of betting and corruption in order to create an archive accessible to UEFA and other institutions
- monitoring the progress of sports-related and ordinary court cases in order to provide information and updates on the development of legislation

In 2010 the FIGC, following the directives and guidelines proposed by UEFA, launched a campaign to heighten people's awareness about forms of verbal expression and personal conduct that demean the image and values of Italian football. The Executive Committee took steps to counter these phenomena, including the use of television images as evidence. In particular, enforcement activities have homed in on the fight against blasphemy on the pitch, identifying those punishable not only among players themselves, but also among all registered members attending the match.

NUMBER OF REGISTERED MEMBERS FINED FOR THE USE OF BLASPHEMY DURING THE PERIOD 2009-2011

Year	Fined Members	Players	Trainers	Managers	Other
09/10	33	15	13	4	1
10/11	23	12	5	6	

The Sport Judicial Bodies, pursuant to the legislation enacted to regulate the use of blasphemy, imposed sanctions on 56 members during the period 2009/2011. In 2011, moreover, FIGC amended the Codice di Giustizia Sportiva (Disciplinary Code) in order to provide for more stringent rules regarding betting and sporting fraud.

In addition to embodying provisions which prohibit managers, owners and members of professional clubs from betting on FIFA, UEFA and FIGC events, the new regulations strengthen punishment for offenders in terms of disciplinary sanctions, fines and penalties. In addition, established has been the obligation of disclosure to Disciplinary Inspector's Department in the case of knowledge of acts contrary to the law and illegal sports betting. With regard to the fight against all forms of racism, in 2009 the Association changed its Internal Organizational Regulations in order to pursue the willingness to eliminate from stadiums and pitches the occurrence of chanting, shouting and any other verbal manifestation of discrimination based on race, color, religion, nationality, or ethnic and geographical origin, or otherwise glorifying discriminatory behaviour.

It is the faculty of the stadium public order supervisor appointed by the Ministry of the Interior to refrain from starting or suspend a match if he detects discriminatory behaviour or materials that can be removed by the staff of the host structure. Lastly, the FIGC, as part of the Sistema delle Licenze Nazionali (National Licence System) for the admission of clubs to the professional leagues, has issued a provision stipulating the commitment on the part of clubs to participate in a programme against racism prepared by the Association in conjunction with the Leagues. Participation therein is compulsory and non compliance therewith is punishable.

During the 2010-2011 season the meetings included in the anti-racism programme were in collaboration with FARE (Football Against Racism in Europe), a benchmark organization on this subject and linked to UEFA.

ANTI-DOPING

The term doping is defined by Italian law as "the administration or consumption of drugs or biologically or pharmacologically active substances and the adoption of or submission to medical practices not justified by pathological conditions and capable of altering the physical or biological conditions of the body in order to alter the competitive performance of the athletes". With the term doping, the world sports regulatory instruments defines:

- the presence of prohibited substances in biological samples drawn
- the use or attempted use of prohibited substances or methods
- no-show or refusal, without justification, to submit to biological sampling as a result of notification
- violation of the conditions and rules required for out of competition tests
- tampering or attempted tampering with doping controls
- possession of prohibited substances or methods
- trafficking or attempted trafficking of prohibited substances and prohibited methods
- the administration or attempted administration of prohibited substances or methods

WADA AND NADO

WADA (World Anti-Doping Agency) is a foundation created in 1999 by the IOC to protect the right of athletes to the practice of a sport without doping. The main means by which WADA pursues its objectives are the harmonization of anti-doping rules and national and international anti-doping regulations, as well as support to organizations involved in the fight against doping. At the national level, WADA uses organizations established as NADO (National Anti-Doping Organization), and entrusted with the task of implementing specific programmes for each country in the fight against doping. In Italy, CONI has been appointed as the respective NADO.

ANTI-DOPING COMMITTEE

The Commissione Antidoping FIGC (FIGC Anti-doping Committee) consists of a President, three Vice Presidents and nine members; it operates through a Secretariat of three employees. The Committee meets on an average of 5/6 times a year to map out the thrust of its activities.

The annual planning of doping controls is drawn up by the TDP (Testing Doping Programme/Planning), an activity delegated by WADA to the various NADOs. In Italy, the TDP is prepared by CONI, which retains complete autonomy and exercises sole economic and operational management. Given the strong anti-doping commitment always implemented by the FIGC, the Association shares with CONI an additional TDP, which flanks ordinary programming and whose economic costs are borne by the Association itself. In 2011 the costs sustained by FIGC for Anti-Doping totaled 1,614,725 Euro. The Anti-doping Committee provides collaborative support to CONI in the preparation of the TDP and autonomously drafts the TDP additional programme, which is submitted to CONI for implementation. The CONI-NADO TDP refers to controls "out of competition". Programmed in the additional TDP, however, are the "in-competition" controls to be performed on a sample of men in the Lega Serie A, Lega Serie B, Lega Pro, Futsal Serie A and Youth Teams, in the final matches of the Dante Berretti, the Coppa Italia (from the quarter-finals onwards) and the Supercoppa Italiana, as well as in the Women's Serie A championship.

Another activity of the Committee deals with notifying athletes about the insertion or deletion of their names from the RTP database (Registered Testing Pool) containing the names of athletes targeted for anti-doping controls and subject to stricter monitoring.

The Committee is also responsible for:

- studying and examining the anti-doping rules of reference

ANTI-DOPING

- providing information and support to leagues, clubs and members
- managing the inter-institutional relations with CONI, FIFA and UEFA
- training and informing FIGC anti-doping representatives
- drafting and updating FIGC regulations and the relative documentation
- providing training and information on the fight against doping

The fight against doping in Italy has roughly two hundred FIGC anti-doping representatives as operating agents. The Committee's role is to educate and inform interested parties about the rules and provisions in force, any changes in the management of doping controls, as well as to monitor the progress of the group and increase the cohesion of the anti-doping staff (CONI-FMSI-FIGC).

NATIONAL ANTI-DOPING TRIBUNAL

The Tribunale Nazionale Antidoping - TNA (National Anti-Doping Tribunal) is the body empowered to judge on violations of the Anti-Doping Regulations violations, and is an independent body set up by the CONI/NADO. The TNA is the court of first instance for positivity detected following CONI checks, for the joint treatment of several proceedings, even if one or more of them would individually fall within the remit of the FIGC body, for the treatment of disciplinary proceedings relative to parties under the jurisdiction of the International Federation or other international organizations, and for all other violations of the Norme Sportive Antidoping - NSA (Sports Anti-Doping Regulations) perpetrated by any registered members or otherwise.

TNA is also the Appeal Court for appeals filed against the sentences of the FIGC body (Appeal Body) handed down as a result of positivity detected from controls ordered by the Commissione Ministeriale - CVD (Ministerial Committee).

Test performed and matches

In Italy the total number of tests carried out in 2011 amounted to 4,350, of which 17% 'out of competitions'

TESTING DOPING PROGRAMME COMPARATIVE ANALYSIS

COMPETITIONS	Matches			Tests Carried Out			EPO Carried Out			Haematics Carried Out		
	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009
SERIE A	380	380	394	1154	1520	1633	154	80	251	276	268	208
SERIE B	231	272	466	686	1088	1881	104	76	123	160	120	168
COPPA ITALIA	9	9	9	34	40	40	20	4	0	20	0	0
PRIMAVERA	7	7	7	26	28	27	16	0	27	0	0	0
SUPERCOPPA	1	1	1	4	4	4	0	0	0	0	0	0
I and II DIVISIONE	147	147	233	404	588	943	68	52	317	0	0	4
BERRETTI	4	4	5	14	16	20	12	0	20	0	0	0
FUTSAL SERIE A	49	49	74	157	196	302	20	12	77	0	0	0
WOMEN'S SERIE A	53	53	119	132	212	483	16	20	29	0	0	0
TOTAL	881	922	1308	2611	3692	5333	410	244	844	456	388	380

CONTROL ACTIVITIES

UEFA LICENCE

The UEFA Licence is a certification issued by FIGC which, in addition to ensuring compliance with the quality standards imposed by UEFA, constitutes together with the sporting merit a pre-requirement for participation in international competitions for clubs organized by UEFA itself. Among the objectives of the UEFA Club Licensing system there is the desire to raise the quality of European football, promote the training and education of young players, ensure an adequate level of managerial competence, improve sports facilities, improve the economic/financial management of clubs, ensure the integrity and proper conduct of competitive sports and develop a benchmarking system on the criteria set by the UEFA Manual. The UEFA Licence is granted by the FIGC on the basis of the rules laid down by UEFA and is valid for only one season. All clubs registered in the Serie A are required to apply for the Licence. The clubs in the Serie B may submit an application, insofar as obtaining said Licence may prove to be a key feature of relations between the club and its natural partners: spectators, fans, sponsors, media, local authorities, staff, etc.. The criteria the applicant is required to comply with in order to obtain the Licence are divided into five categories:

- sporting criteria
- infrastructure criteria
- personnel and administrative criteria
- legal criteria
- economic and financial criteria

The criteria are classified according to three different levels:

- Level "A" criteria: binding for all clubs that request the Licence. Failure to comply with any one of these criteria results in denial of the Licence
- Level "B" criteria: binding for all clubs that request the Licence, but the

failure to meet one of these criteria entails not the outright denial of the Licence, but rather an official warning to the non compliant club with an indication of a time limit within which to redress the situation

- Level "C" criteria: recommendations of good practice. Failure to comply does not involve disciplinary action or denial of the Licence

In general terms, the UEFA Club Licensing issuance process entails an initial phase during which clubs send the Licensing Office documentation relating to the Licence, a second phase when experts screen and check the documentation in consultation with the Licensing Office, and a third phase when the First Instance Licensing Committee (Commissione di primo grado delle Licenze UEFA) decides on the issuance of the Licence or not. In case the Licence is not granted to the manual provides for the possibility of an appeal procedure before the Licensing Appeal Committee (Commissione di secondo grado delle Licenze UEFA) and a further instance of appeal before the CONI High Court of Sports Justice (Alta Corte di Giustizia Sportiva presso il CONI). The UEFA Club Licensing System foresees, among others, three particularly relevant criteria:

- the criterion that regulates the education of young players, stipulating the duty for clubs to ensure the completion of compulsory schooling
- the criterion regarding medical care of players making it compulsory for clubs to ensure that the players undergo the medical examinations and clinical tests required by law and sports regulations
- the criterion concerning the anti-racism policy, making it compulsory for clubs to implement a specific programme against racism

With regard to the infrastructure criteria, clubs are required to demonstrate the availability of a stadium certified under "UEFA Stadium Infrastructure Regulations (Edition 2010)" and that complies with the infrastructure

CONTROL ACTIVITIES

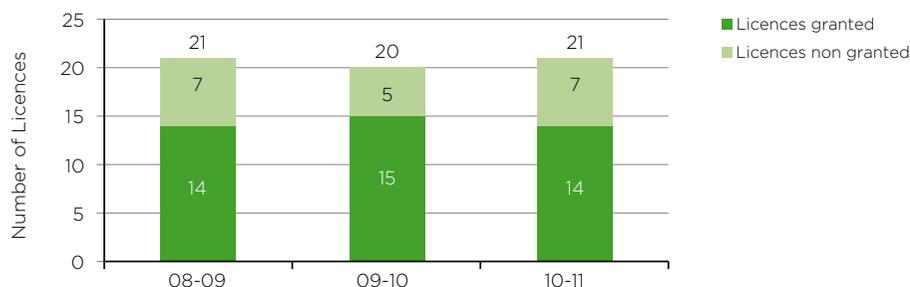
requirements thresholds in the UEFA Club Licensing Manual.

These criteria focus on the following objectives:

- ensure that clubs have a “certified” stadium for UEFA competitions, with particular attention to safety and security and the quality of services offered to spectators and the media
- ensure that clubs have training facilities suited to guaranteeing the full implementation of the training programme of the first team and the youth teams

The detailed breakdown of the granted/non granted Licences over the last three years indicates how controls have led to the non granting of a relatively large number of Licences. For the three years considered, the FIGC did not issue an average of 30% of the Licences requested.

LICENCES REQUESTED/GRANTED



It should be noted that the whole UEFA Club Licensing process is subject to quality certification by an independent company (Société Générale de Surveillance) appointed by UEFA. The certification lasts for three years, but checks are carried out annually

NATIONAL CLUB LICENSING SYSTEM

The National Club Licensing System was introduced by the FIGC to ensure the development of the quality of football, and came into force for the season 2009-2010 (for admission to the professional leagues in 2010-2011).

COMPARISON: MINIMUM UEFA REQUIREMENTS - EFFECTIVE FIGC REQUIREMENTS

	MINIMUM Requirement UEFA	FIGC Requirement
SPORTING CRITERIA		
Youth Teams	One team with players aged between 10 and 14 years	Two Teams (one for the Giovanissimi and one for the Esordienti)
Health-sporting Protection	All players of the first team must undergo annual medical examinations.	All the players of the club (including the youth) must undergo annual medical examinations.
PERSONNEL AND ADMINISTRATIVE CRITERIA		
Profiles not required by UEFA but present in the Italian Manual		<ul style="list-style-type: none"> • Marketing/Commercial Manager (B) • UEFA Licence Office Contact person (B) • Safety and Security Deputy Delegate (A) • Sport Manager (B) • Team Manager (B) • First Team Physical Trainer (A) • Youth Sector Masseurs/Physiotherapists (B) • Youth Sector Physical Trainers (B)
Youth Sector Coaches	For each mandatory team, the club must indicate at least one qualified coach	For the Primavera, Allievi and Giovanissimi categories the ratio of qualified coaches and the number of registered players must not be less than 1:25. For the Esordienti category this ratio must not be less than 1:20. For the Pulcini category this ratio must not be less than 1:15
INFRASTRUCTURAL CRITERIA		
	UEFA requires that the stadiums meet at least the requirements for the 2nd Category	To obtain a UEFA Licence Italian clubs must demonstrate that the stadium meets the 3rd/4th category requirements

CONTROL ACTIVITIES

This system is a set of parameters and requirements that professional football clubs are obliged to respect every year for admission to the respective championships. These criteria are divided into the following three types:

- legal and financial
- infrastructure
- sporting and organizational

The provisions regulating the granting of the Licence are set annually by the FIGC Executive Committee. The inspection bodies for the granting the National Club Licences are respectively for the aforementioned criteria, the Professional Football Financial Control Committee (Co.Vi.So.C.), the Commissione Criteri Infrastrutturali (Infrastructure criteria Committee) and the Commissione Criteri Sportivi ed Organizzativi (Sports and Organization criteria Committee). By virtue of a specific FIGC Official Statement, published on April 2011 were communicated the requirements needed in order to obtain the National Licence 2011/2012. In addition to submitting the request for registration in their respective leagues, the main requirements clubs had to fulfill in compliance with the legal and economic requirements entailed: the payment of salaries to members, employees and other staff, as well as settlement of any debts regarding social and tax authorities; the payment of IRES, IRAP and VAT; the settlement of any outstanding debts with the FIGC, leagues and football clubs. It was also compulsory for clubs to deposit the following documents with the Co.Vi.So.C.: the financial statements, the interim financial statements, the budget, bank guarantees for the payment of salaries (Serie B and Lega Pro clubs), as well as reports concerning any statutory amendments and other documentation. Lastly, the Serie B and Lega Pro clubs had to deposit within the deadline a document certifying the level of the equity/assets parameter, and guarantee the correction of any equity shortfalls stemming forth from that ratio.

As far as compliance with infrastructure requirements are concerned, the clubs had to obtain certification of the technical standards of the stadium from the competent league (based on criteria set by the league itself), and deposit

various types of administrative documents (in most cases issued by the respective municipal offices) certifying the availability and actual use of the stadium. Lastly, as part of the diverse sporting and organizational requirements, professional clubs also submitted within the deadline various declarations relative in particular to the commitment to take part in youth professional championships and promote the education of young players. Moreover, the clubs had to guarantee the participation of their registered players and/or management staff members at a series of sessions on specific topics (e.g. referees, racism, and doping), and the introduction into their organizational structure of the technical, medical and managerial profiles necessary for participation in a professional championship. In case of non compliance with one or more of the aforementioned requirements the Committees, on the basis of their own inquiries and within their respective remit, have not admitted clubs to the championship requested. Clubs thus excluded have been able to file an appeal against the decision with the Committees in question, which, turn, have submitted their positive or negative opinion to the Executive Committee, which makes the final decision on whether or not an appeal may be entertained. The last instance body of appeal is the CONI High Court of Justice, and the appeal must be filed according to the procedures laid down in the relative Code.

Commissione Agenti di Calciatori (Players' Agents Committee)

Through the Players' Agents Committee the FIGC handles the Licensing and official registration in the register of Licenced individuals who work as players' agents, acts as the examiner of eligibility for the issuance of the Licence as a players' agent authorized by the FIGC (the announcement of the relative examination is prepared according to guidelines issued by FIFA). The Committee undertakes monitoring activities in order to limit abuses and activities not in correspondence with provisions in force. To this end, in 2011, there was close and intensive cooperation with Disciplinary Inspector's Department, the Internal Revenue Service (Agenzia delle Entrate) and the Guardia di Finanza. In 2011 the Committee issued 167 Licences (97 in 2010) compared with 861 agents in business.

CONTROL ACTIVITIES

PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE

FIGC appointed a technical body called Co.Vi.So.C., assigned to which is control regarding the economic and financial performance of professional football clubs and compliance with the principles of sound management in order to ensure the smooth running of the championships, as provided for Law 91 of 23 March 1981.

The Committee is composed by a Chairman and four members appointed by the Executive Committee by a qualified majority. FIGC ensures the smooth and efficient operations of Co.Vi.So.C. by providing the equipment and personnel necessary through the establishment of a secretariat and a core group of inspectors, all of whom are registered as certified accountants and certified auditors.

Co.Vi.So.C. makes proposals to the President of the Italian FA to identify guidelines and criteria for the exercise of the powers pertaining to the FIGC in matters relating to financial aspects of professional football. It also provides advice on issues within its competence and, according to its own internal bylaws, expedites the following functions:

- consultancy
- control over economic-financial equilibrium and compliance with the principles of proper management of professional football clubs as determined by the FIGC Statute and NOIF
- imposes sanctions, exercising powers under Article 90 of NOIF in case of violations of FIGC economic-financial rules

As part of its activities, the Co.Vi.So.C. may propose investigations and disciplinary proceedings. Throughout the entire sporting season it also

exercises intensive control related mainly to:

- the examination of the documentation periodically requested to clubs and, more specifically, the financial statements, interim financial statements, budgets, final reports and the Equity/Assets, Revenues/Debts and Operating Revenues/Financial Debts parameters
- evidence of payment of the salaries to registered members and payments to social and tax authorities
- The processing of the periodical information submitted by clubs in order to monitor the economic and financial situation

The control activity performed by Co.Vi.So.C during of the year also involves examining the documentation that clubs are required to provide periodically and conducting inspections at clubs premises. These activities are carried out by the core group of inspectors. In case of breaches in the transmission of data and documents, Co.Vi.So.C. reports such breaches or forms of non compliance to the Disciplinary Inspector's Department for the possible imposition of fines by the Sport Judicial Body. In the event of non-payment within the deadline set by regulations of FIGC for the payment of the salaries for registered members, and the payments to social and tax authorities, Co.Vi.So.C reports the failure of payment for the imposition of sanctions in the form of deduction of points in the ranking.

Lastly, in the case of infringements regarding management and economic matters foreseen in Disciplinary Code (e.g. attempting to obtain or obtaining admission to the respective championship through the falsification of accounting or administrative records) Co.Vi.So.C reports the violation for the imposition of sanctions ranging from deduction of points in the ranking to the exclusion from the championship.



PART THREE
SOCIAL RESPONSIBILITY





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PART THREE - SOCIAL RESPONSIBILITY

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PARTNERSHIPS WITH NON-PROFIT ASSOCIATIONS

Social Responsibility represents a characteristic and distinctive feature of the FIGC. Attention to social issues has always been a cross-cutting factor in all policies adopted by the Association. In March 2011 a special office dedicated to social responsibility was created as part of the Development Department.

Numerous are the endeavours fielded each year by the FIGC; from direct commitment in the social ambit to the enhancement of historical and cultural patrimony as a legacy for future generations. These activities bear witness to the direct involvement of the Association, which is acutely aware of the role and importance of football as a catalyser of values and a phenomenon of social togetherness.

In order to pursue its social aims in the most efficacious manner possible, supporting and sustaining organizations already active in the diverse social areas of interest, the FIGC entertains and develops relations with a number of non-profit associations. The ways and means of collaboration are planned in agreement with the individual partners. In 2011 the Association worked on numerous activities hand in hand with organizations with which it already had strong and longstanding relations, as well as with other partners.



Save the Children
Italia ONLUS

For the second year in a row the FIGC joined the “Every One” campaign sponsored by Save the

Children, with a partnership during the match between the Italian National A Team and Northern Ireland played in Pescara. The Association’s concrete support entailed the launching of a joint press release, the broadcasting of a TV crawl dedicated to fundraising, the showing of a video clip and institutional ads at the stadium, and the diffusion of the campaign on the FIGC and Vivo

Azzuro websites. The coach of the National A Team, Cesare Prandelli, testimonial of the campaign, taped a video message to generate interest and heighten awareness. 88,000 Euro were collected during the match.



http://www.youtube.com/watch?v=docftbzZsq0&feature=player_embedded

Collaboration with Save The Children was also in the forefront at the FIFA Grassroots Festival, a part of the “Pescara Città Azzurra” programme. At the end of the festivities 600 children from the local football schools, each with his or her own ball, put choreography into practice with their own message against infant mortality. These same children then attended the open door training session of the National A Team and thereby had an opportunity to take their awareness heightening message directly into the stands.

PARTNERSHIPS WITH NON-PROFIT ASSOCIATIONS



On 'Cancer Research Day' the FIGC took the field to support 'Un Goal per la Ricerca', a fundraising campaign sponsored by AIRC, 'Associazione Italiana per la Ricerca sul Cancro' (the Italian Association for Cancer Research).

Partnership between the Association and AIRC was implemented during the Italy-Poland friendly match played on 11 November. A substantial contribution was made to fundraising to support research through both the circulation of joint press releases and messages on the institutional and Vivo Azzurro websites delivered by Italian players during interviews.

130,000 Euro were collected during the match in question.

UN GOL PER LA RICERCA
11 NOVEMBRE 2011

**FAI CORRERE
ANCHE TU LA RICERCA.
IL TUO SMS È UN GOL
CONTRO IL CANCRO.**

45504

Dal 2 al 20 novembre puoi donare
 5 o 10 euro chiamando da telefono fisso Telecom Italia, Infostrada, Fastweb e Tiscali
 2 euro chiamando da telefono fisso TeleTu oppure inviando un SMS
 dal tuo cellulare personale TIM, Vodafone, Wind, 3, Coop Voce, PosteMobile e Tiscali.



**Special Olympics
Italia**

Every year since 2001 the FIGC provided institutional support to activities sponsored by Special Olympics, the international sports organization for persons with intellectual disabilities present in 180 countries with a total of 3.5 million active participants. The Association supported the "European Football Week", which witnessed the direct involvement of 50,000 athletes in 50 Euro-Asian countries with the support of UEFA as well. Held in several Italian regions were tournaments and sessions to initiate the practice of unified football, with the presence of more than 4,500 athletes from schools and the Team Special Olympics Italia, an association active in Italy for the last 25 years. Also in 2011, and this for the fifth year in a row, the FIGC's Executive Committee Hall hosted the press conference illustrating activities in the pipeline and greeting the athletes. All those present wore the red ribbon that is the symbol of the Special Olympics athletes. In addition, during the 2011 Special Olympics world Summer Games the FIGC supported the Italian Olympic Team by providing all the equipment to the three teams participating in the games (Men's Futsal, Women's Futsal, 7-a-side unified football).



**ASSOCIAZIONE ITALIANA
CONTRO LE LEUCEMIE - LINFOMI E MIELOMA
O N L U S**

2011 also witnessed the start up of collaboration with the AIL, the Associazione Italiana contro le Leucemie, Linfomi e Mieloma (Italian Association Against Leukaemia, Lymphomae, and Myeloma), in the form of support during the two annual fundraising campaigns planned for April and December. During the Easter festivities AIL volunteers held a sale of the association's chocolate Easter eggs for all the Association's employees in Roma, and this was then repeated around Christmas time with the sale of poinsettias.

PARTNERSHIPS WITH NON-PROFIT ASSOCIATIONS

OTHER EXAMPLES OF COLLABORATION

In addition to the partnerships with the non-profit associations illustrated above, the FIGC played an active role in several initiatives organized by entities, organizations and foundations pursuing social aims.

In order to support scientific research, contribute to fundraising activities for beneficial aims, and collaborate in development projects the Association provided its support in 2011 to:

Organization	Area of Action
A.I.F.O. - Associazione Italiana Amici di Raoul Follereau	Social-health care assistance (Hansen disease)
Associazione Edoardo con Noi	Scientific research and assistance (insulin dependent diabetes)
Associazione Italiana Celiachia	Scientific research and assistance (coeliac disease)
Associazione J. Peter	Scientific research and assistance (Marfan syndrom)
Associazione Un Goal Per la Vita	International activity
Fondazione FIRMO	Scientific research (bone diseases)
Fondazione Ronald McDonald - Associazione Bambino Gesù	Hospitalized Family assistance
Fondazione Stefano Borgonovo	Scientific research (Amyotrophic Lateral Sclerosis)
Illumina Inc.	Scientific research (Amyotrophic Lateral Sclerosis)
LAV - Lega Anti Vivisezione	Protection of animals
Lega Missionaria Studenti	International cooperation
Make a Wish Italia	Care of infants
Missione Waibraimu (Congo)	International cooperation
Regione Abruzzo (in collaboration with UEFA)	Seismic emergency
United Nations Women's Guild of Vienna	Care of infants

In the mainstream of the development processes suggested and resolutely augured by FIFA and UEFA, the diffusion of values such as respect, transparency and fair play constitutes a theme of capital importance. The FIGC embraces and observes the guidelines indicated by the international organizations not only from a regulatory viewpoint, but also by supporting and becoming part of diverse endeavors to promote the values of sports suggested by FIFA and UEFA.

Just as it does each year, the FIGC participated in the FIFA Fair Play Week from 2 to 6 September on the occasion of the Italy-Slovenia match played in Firenze, adopting the procedures indicated by FIFA.

The Fair Play message was read by the captains of the two teams prior to kick off, and then broadcasted in the stadium and referred to by the speaker during the match itself. The Fair Play message was also launched during the Grassroots Festival organized as part of "Firenze Città Azzurra" the day before the match. This event brought together more than 250 children from the football schools in and around Firenze, who played football with and against one another, and 100 coaches from all over the Regione Toscana.



For 2011 as well the FIGC accepted and adopted the guidelines suggested by UEFA as part of the Social Responsibility "Respect" campaign it had launched in 2008 and promoted in all member associations, applying the procedures stipulated for all European competitions.

FIGHT AGAINST RACISM AND DISCRIMINATION

The FIGC is resolutely committed to combat any form of racism and discrimination, promoting values such as respect and integration. Concrete testimony of the Association's commitment in this may be seen in the numerous activities fielded and projects sustained with the involvement of all the stakeholders of Italian football, from the youth sectors to the professional rank champions.

network **fare** In 2011 the FIGC renewed and intensified its collaboration with FARE: Football Against Racism in Europe, the international network of organizations operative in 40 European countries, and which collaborates with FIFA and UEFA in the fight against racism and any form of discrimination in football.

FARE Action Week 2011

The FARE network launched an important campaign across Europe during the anti-racism week. The "FARE Action Week 2011" held from 12 to 15 October with the support of UEFA witnessed close to 2,000 events held in more than 42 European countries with the involvement of fans, football clubs, ethnic minority groups, youth organizations, and national football associations. Launched prior to the beginning of each match of the UEFA Champions League and the UEFA Europa League was the campaign "Unite Against Racism" with the in-stadium broadcasting of the video clip "No to racism". On the occasion of the Italy-Northern Ireland match played in Pescara on 11 October 2011, the FIGC joined forces with the campaign to heighten awareness against forms of discrimination and racism. This was done via the websites of UEFA, FARE, FIGC and Vivo Azzurro, and National Team testimonials in the persons of Giuseppe Rossi and Claudio Marchisio.



Mondiali Antirazzisti (Anti-racist World Games)

Organized for the first time in 1997 to fight against racism and foster respect for multi-cultural togetherness and diversity, these games are a non competitive event that encompasses a series of different sports, including football. Sponsored and organized by UISP, FARE network partner for Italy, the scope of this endeavour is to involve all cultural expressions of society, from diehard supporters to minorities and communities of migrants. The FIGC allocated a contribution to help finance the organization of the 2011 edition held from 6 to 10 July at Bosco Albergati (Modena) with the participation of 204 teams.

In 2011 the Association also submitted its candidature to host the FARE Conference and General Assembly in 2012. This event, "Game Changers: Equality, Social Inclusion and Activism", was then organized in Roma from 4 to 5 May 2012 and witnessed the participation of UEFA, the FIGC, international testimonials and representatives of institutions on the front line in the fight against racism and discrimination.

Course on anti-racism for professional clubs

In 2011, in collaboration with FARE and UISP, the Association organized a National Licence course for the 127 delegates of the professional clubs of the Italian Lega Serie A, Lega Serie B and Lega Pro. This proved to be an occasion to identify the best practices to be adopted as benchmark standards, as well as strategies and projects to be channelled through football.

Participation at anti-racism conferences

The FIGC took part in seminars and conferences dealing with the issue of the fight against racism and discrimination, and this included the "UEFA Seminar on Institutional Discrimination" held in Amsterdam, and the conference on "Innovative pilot methods for social inclusion through sports" organized by the Policy Center for Roma and Minorities and UISP at the Third Sector Forum in Roma.

COMMITMENT OF THE NATIONAL A TEAM

Throughout 2011 the National A Team was on the front line in social outreach activities that helped intensify contact between the players and people in different places throughout the country, carrying the positive message of football and the values connected to it. Bearing witness to this social commitment are two eloquent episodes: during the recent European Championship held in Poland-the Ukraine the National A Team visited the concentration camps of Auschwitz and Birkenau, while in September 2012, on the occasion of the Italy-Malta match played in Modena, it held an open door training session at Medolla, one of the places most hit by the earthquake in the Regione Emilia-Romagna, and on an adjacent pitch organized games and recreational activities for the local children.

VISIT TO THE SOLLICCIANO PENITENTIARY

As part of the “Firenze Città Azzurra” programme, the National Team went to a penitentiary for the first time to meet the inmates. On the occasion of the Italy-Slovenia match played at Firenze, a team delegation consisting of Coach Cesare Prandelli, Team manager Gigi Riva, captain Gianluigi Buffon and player Mario Balotelli visited the penitentiary of Sollicciano, accompanied



by UEFA executives Favre and Petriashvili. The presence of this delegation triggered a spontaneous and frank exchange of views between the guests and the audience that projected an overview of life in prison, also in terms of the opportunity to play football as an element in social recovery and rehabilitation.

PRACTICE ON THE PITCH CONFISCATED FROM THE MAFIA

On 13 November 2011 the National A Team went to Rizziconi, a town located in the plains of Gioia Tauro (Reggio Calabria) to hold a training session on a 7-a-side pitch constructed on a plot of land confiscated from the mafia. Approximately 1,000 people were on hand to welcome and cheer the team. The event was the outcome of a proposal made by the Associazione Libera (Association for the Fight against the mafia) and the U.S. ACLI, which had personally invited President Abete and the National Team to come and hold a training session on what had once been land belonging to the mafia. Enthusiastically accepted by the FIGC and the team’s coach, the aim of the proposal was to serve as a vehicle to bring a message to local youngsters, who had no pitch where they could play due to intimidation on the part of local mafia clans.



YOUTH AWARENESS ACTIVITIES

In order to heighten the awareness of young people and adults about integration related issues and socio-educational aspects linked to the values of football, the FIGC develops and carries out programmes and activities throughout Italy.

SOCIO-EDUCATIONAL PROJECTS

Among the projects promoted by the Youth and School Sector special interest has been triggered by the activities carried out in the Reformatories for Minors. Initiated in the area of spreading the values linked to multi-ethnicity has been collaboration with AMREF, and this has led to the production of a teaching DVD, "Millennium News Football Bus", distributed to the 9,366 youth football clubs active throughout Italy. Regarding activities conducted on the local level

"Nessuno Escluso", the project in Detention Centers for Minors

Under the slogan "Nessuno Escluso", the SGS developed and launched a project for minors serving time in reformatories. This project got off the ground in 2000 at the "Le Vallette" prison in Torino and has been able to avail itself of the collaboration of sundry associations, as well as that of Alfredo Trentalange, a former international referee. This project has made it possible for inmates to attend lessons on the rules of the game and take part in local tournaments for high school teams and youth teams from local clubs.

Now underway are a number of distinct projects:

- at the Penal Reformatory for Minors in Santa Bona (Treviso), with the participation of 40 minors, mostly foreigners
- at the Ferrante Aperti Penal Reformatory for Minors (Torino), with the involvement of close to 100 male minors and the participation of a group of girls
- at the Penal Reformatory for Minors of Nisida (Napoli), with the involvement of approximately 30 young inmates each year
- at four reformatories in Sicilia (Bicocca, Acireale, Caltanissetta and Palermo), with the participation of more than 150 young inmates each year

It has been possible for the inmates in each reformatory to play football during training sessions with qualified coaches and avail themselves of contacts with sports doctors and psychologists. Organized each year are friendly matches with the youth teams of clubs and high schools, as well as training activities in order to enable these youngsters to become instructors in football schools. Now in the pipeline are also agreements with reformatories in Roma, Firenze, Potenza and Bari, and being studied is an agreement with the Ministry of Justice permitting the largest possible number of detention centers for minors to join the project.

in various regions, particularly relevant are the pilot projects developed by Veneto, Lazio and Toscana: for example, a socio-educational project involving the Afghan community of Venezia; a sports culture project called "L'Arbitro a Scuola" in Roma, and the "Oggi Arbitra Mio Papà!" project dealing with the refereeing of matches among grassroots players in Firenze. On the occasion of the "FARE Action Week" the SGS urged all youth football clubs to join the campaign by organizing activities dealing with social inclusion and the fight against racism. These activities took place on the occasion of regular season league matches played at all the various levels, from professionals all the way down to Allievi e Giovanissimi. During the Christmas holidays the SGS made its annual donation to beneficiary non-profit organizations, which included UNICEF, the Fondazione Italiana per la Ricerca sulla Fibrosi Cistica (Italian Foundation for Cystic Fibrosis Research), the Associazione "Giorgio Castelli" to heighten awareness about health care, prevention and first aid in cases of cardiac arrest, and the Associazione "Alessandro Bini" for safety on playing fields. Regarding activities connected with the promotion of the values of football, in 2011 the FIGC collaborated once again with Movimento per l'Etica e la cultura nello Sport (Movement for Ethics and Culture in Sports), and in particular in the "Eticamps" projects, the "Festa Nazionale dell'Etica dello Sport", la "Giornata della Cultura Sportiva", and sundry seminars about sporting ethics.

CARTA DEI DIRITTI DEI BAMBINI (CHARTER OF THE RIGHTS OF CHILDREN)

Written in compliance with the "The United Nations Charter of the Rights of Children to Sports", this "Charter of Rights" draws inspiration from the principles of equality, impartiality, continuity, participation, the right to information, efficiency and efficacy, and is addressed to parents, managers of sports clubs, principals of schools, teachers, sports instructors and athletes. This document represents an avenue for becoming familiar with the world of youth football so adults, parents, technical staff and administrative personnel may understand the delicate educational role they play in fostering the formation of good athletes, but above all sterling citizens. It is compulsory for each Football School to make this Statute available to all parents.

LEGACY

Aware of football's social role and how important it is as a factor of social aggregation and national identification, the legacy represents a value element of primary importance for the FIGC.

The projects launched by the Association are part of a medium-long term plan designed to have an impact on the growth and development of football, from its social features to its historical-cultural relevance.

The sustainability of these projects resides in their being imbedded in the social context throughout the country and the close sense of interactive relations they generate with the general public and football fans.

With a view to the diffusion and enhancement of its own historical and cultural patrimony the FIGC has fielded a number of activities that have aroused great interest and had an impact. In order to ensure continuity in time to everything precious football can represent the Association has always been open and attentive to such issues, promoting knowledge as the primary instrument for the diffusion of the values of the sport. The union between history and sporting activities represents for the FIGC an important moment for involving the surrounding community in all its forms and expressions.



One of the main cultural activities carried out by the FIGC has been the upgrading of the library located at the FIGC Technical Center in Coverciano (Firenze). The outcome of this

project, implemented by the Association in collaboration with the Università LUISS Guido Carli, and thanks as well to the economic support of UEFA as part of the UEFA HatTrick project, can be seen in the personalized classification system, the cataloguing of bibliographic assets, the physical restructuring of the library premises, and the shelving of all the records catalogued.

The cataloguing of printed materials is based on a ten class system: Reference, Football, Economy and Management, Psychology, Sociology, Sports, Physical Activity, Sports Law, Medicine and Literature.



The evolution of the concept of a static library is represented by the “Calcio e-Library”, which is a catalogue of books, documents, periodicals, research studies, dissertations, and monographic works either property of or available to the FIGC. The principal aim of the “Calcio e-Library”, which was developed as well in collaboration with the LUISS, is to permit on-line access to and consultation of all the bibliographical information available to the FIGC at:

- the FIGC Library located at the Technical Center
- the Library of the Fondazione Museo del Calcio (Football Museum Foundation)
- the FIGC Development Department in Roma

UEFA has espoused this project in full because of its value in promoting the

LEGACY

culture of football, and considers the “Calcio e-Library” a pilot project for the long term diffusion of the patrimony and the knowledge inherent to the world of Italian and international football.

“Calcio e-Library” is accessible at <http://biblioteca.figc.it> and there are links to it on:

www.figc.it

www.vivoazzurro.it

www.museodelcalcio.it

www.settoretecnico.figc.it



Created in 2011 with the support of the Football Museum Foundation, the “Hall of Fame del Calcio italiano” saw the light of day in order to celebrate and commemorate the most representative and emblematic personalities of Italian football tradition. In order to nominate the winners in the 6 categories foreseen for the first edition the FIGC set up an award panel in the persons of:

- The President of the “Unione Stampa Sportiva Italiana” (USSI)
- The Director of “Il Corriere dello Sport”
- The Director of “La Gazzetta dello Sport”
- The Director of “Guerin Sportivo”
- The Director of “Il Quotidiano Sportivo”
- The Director-in-chief of “Radio Rai”
- The Director of “Rai Sport”
- The Director of “Sky Sport”
- The Director of “Sport Mediaset”
- The Director of “TuttoSport”

At the induction ceremony held in the presence of more than 700 persons on 4 December 2011 in the ‘Salone dei Cinquecento’ at Palazzo Vecchio in Firenze,

officially ushered into the “Hall of Fame del Calcio Italiano” were:

- Michel Platini, for the category “Foreign Player”
- Roberto Baggio, “Italian Player”
- Marcello Lippi ex aequo with Arrigo Sacchi, “Italian Coach”
- Adriano Galliani “Italian Executive”
- Pierluigi Collina “Italian Referee”
- Gigi Riva “Italian Veteran”

The award winners contributed to the wealth of the Museum by donating some of their own mementos to be placed on exhibit in a dedicated area on the premises of the Football Museum located on the grounds of the Technical Center of Coverciano.

The ceremony for the second edition will take place on 13 December 2012 at Palazzo Vecchio in Firenze.



LEGACY



In 2011, with the support of the Football Museum Foundation, the FIGC announced the first edition of the “Premio Nazionale Letteratura del Calcio” (Prize for Football Literature). Later named after Antonio Ghirelli, this literary competition concerns works linked to football matters in order to enhance such literary works and help them become bearers of the sport’s values. Paolo Garimberti was called to head the prize panel. For the first edition the prize was awarded in four categories: “Technique and Specialized Studies”, “Essays and Non Fiction”, “Economy and Management”, and “Photography”. A total of 76 works vied for the Prize and they have all been catalogued in the FIGC Library, thereby becoming part of the Association’s bibliographical and cultural patrimony.



On 8 June, 2011 during the Museum Football Seminar held in Coverciano, the FIGC constituted the Federazione dei Musei del Calcio (Federation of Football Museums).

Acting under the aegis of the FIGC, this newly created federation represents an instrument of association and linkage among the member museums able to foster the enhancement of the culture and values of football through the history, mementos and documentation the members have on exhibit in their respective premises. Its primary objectives can be summarized as follows:

- dialogue and the circulation of experiences among the individual member Museums
- the exchange and circulation of mementos and items of historical value in order to promote the culture of football
- the promotion of moments of information, formation and in-depth consideration of themes linked to activities of interest

The Museums have stipulated a Code of Conduct whereby:

- they assure the conservation and enhancement of the sports and cultural patrimony of society

- they duly house their collections with a view to the creation and development of the cultural of football and sports at large
- they contribute to value enhancement, knowledge and management of the sports and cultural patrimony
- they operate in close collaboration among themselves and with the geographical or personal sources of the mementos on display
- they work in compliance with the principals of professionalism and legality

The Federation of Football Museums includes:

Fondazione Museo del Calcio



Museo del Grande Torino e della Leggenda Granata



Museo Fiorentina



Museo della Storia del Genoa



Calcio Padova Museum



In September 2012 the new museum of Juventus (J-Museum) became a member of the Federation of Football Museums.

HISTORICAL ARCHIVE

The FIGC has a wealth of photographs covering the years from the 1930’s to present. Complementing the material in the possession of the Football Museum Foundation, these archives include hard copy photographs of historical value, and, as of 2002, a digital section with photographs of all the National Teams and the major events sponsored by the Association.

LEGACY



The Football Museum Foundation - Center of Historical and Cultural Football Documentation is located on the grounds of the Technical Center at Coverciano and represents one of the most eloquent expressions of the FIGC's cultural patrimony. The Football Museum was inaugurated in 2000 after extensive research and material collection efforts. This facility is open to the general public and houses a considerable number of mementos from the 1930's to today, which belonged to personalities who helped make Italian football the great phenomenon it has become.

The Museum is divided into different areas:

- Hall of historical jerseys
- Display showcase of balls
- Historical display
- Hall of pennants
- Photograph gallery
- Hall of Fame del Calcio Italiano

In global terms the Museum houses:

- 3,000 mementos of various types; e.g. balls, shoes, jerseys and trophies
- 1,000 videos and films relative to matches played by the National A Team
- 48,000 digital photographs

This facility covers approximately 800 sq.m. on three floors, houses most of the Association's cultural patrimony, and also has a 180 seat conference room, a souvenir store, a bookshop, and a 100 sq.m. refreshment area.

As a result of the promotional and collaborative efforts deployed by the Football Museum Foundation, especially towards schools and football academies, approximately 7,500 people visited the Museum in 2011, and added to this number must be the close to 19,000 visitors to the Travelling Football Museum. A protocol for the loaning of the Football Museum's mementos has been prepared, and restyling work has been done on its Logo.

TRAVELLING FOOTBALL MUSEUM

In order to spread and promote the culture of football the FIGC has launched the travelling Football Museum project in collaboration with the Football Museum Foundation. This constitutes one of the main initiatives of the "Città Azzurre del Calcio" project and accompanies the National A Team on the occasion of official UEFA and FIFA matches.

The Travelling Football Museum is a portable structure mounted in institutional and prestigious locations in cities hosting the National Team and offers the local public an overview of its history and successes. The aim of this endeavour is to reach out to people and heighten their awareness about the Association's historical and cultural patrimony through the joint involvement of local administrations and authorities, schools and sundry representations of the surrounding area. Entrance to the exhibition is free of charge and it includes 3 areas covering 3 periods of time, 4 sections devoted to the victories of the National Team, and one to the AIA (Italian Referees Association). Pictures and statistics about the National Team are projected for visitors on various IT support systems.

In 2011 the Travelling Football Museum accompanied the National A Team to Modena (Palazzo Comunale), Firenze (Palazzo Vecchio - Sala d'Arme) and Pescara (Aurum) when it played qualifying matches for the 2012 European Championship, launching a series of activities that involved schools the respective areas and drawing a total of close to 19,000 visitors.

FONDAZIONE ETICA E CALCIO (ETHICS AND FOOTBALL FOUNDATION)

The FIGC was the mind behind the creation in July 2011 of the Ethics and Football Foundation, whose aim is to spread the values of the ethics and culture of sports in the world of football through the promotion and organization of activities, seminars and conferences. The Foundation will provide support to both cultural and sports activities organized by public and private parties, sports institutions, schools and universities.



PART FOUR
CAPITAL MANAGEMENT





Massimo Rana

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HUMAN CAPITAL

Human capital management within FIGC is entrusted to the Human Resources Department created back in 2008 when the first personnel were transferred from CONI Servizi S.p.A. (Italian National Olympic Committee Service Company) to the FIGC pursuant to article 30 of the 1st CCNL applicable to the non supervisory personnel of CONI Servizi and the FSNs. As of that year there was a substantial increase in the number of the Association's employees (37) as a result of this transfer of personnel from CONI Servizi to the FIGC (70), the stable upgrading of atypical labour contracts, and new recruitment on the open labour market (32). These numbers made it necessary to create an organizational department with specific tasks and competencies in management and administrative procedures regarding direct employees, people with part time contracts, and people with contracts tied to specific projects. Guaranteed during the process of taking the CONI Servizi human resources on board in the FIGC were maximum levels of employment on the part of staff members already working around the country, without any exceptions, and maintained were the employment levels stipulated by law in terms of compulsory recruitments.

With regard to the issues of mobbing and equal opportunities, contractual dispositions contemplate the creation in the department of a joint committee on mobbing flanked by 'whistle-blowing' channels, an advisory service, and the definition of a code of conduct. Moreover, these dispositions also contemplate the creation of an Equal Opportunities Committee, whose task is to ensure true gender equality.

SELECTION AND COMPOSITION OF PERSONNEL

The selection of human resources in the FIGC follows a formal process through an in-house procedure that contemplates different modes of search and selection according to requirements. The needs that arise in the various organizational departments are screened and authorized by the General Manager in collaboration with the Human Resources Department.

Foreseen are the following selection processes:

- in-house mobility
- search for resources on the market
- recruitment with a dependent labour contract and/or activation of an outsourcing contract and/or stipulation of a project-related contract

In the cases of the recruitment of resources on the labour market, a labour outsourcing contract or a project-related contract, the procedure followed in the Association includes specific phases of candidate evaluation.

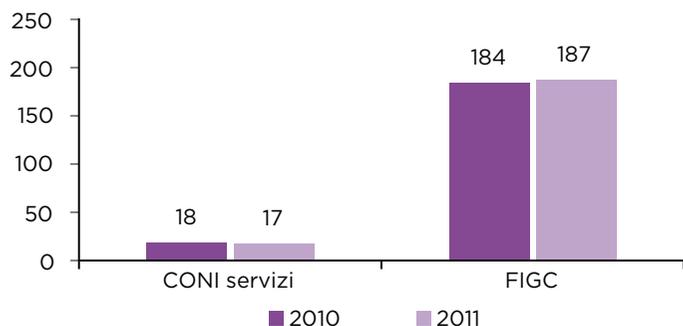
The human resources working for the FIGC include collaborators and personnel, who, on 31 December 2011 totalled 307 in number: 187 direct employees of the FIGC, 17 under contract to CONI Servizi, and 103 collaborators and persons with outsourcing contracts (including internships).

CONTRACT CATEGORIES OF THE FIGC AND CONI SERVIZI

	CONI SERVIZI 2010	CONI SERVIZI 2011	Variations CONI SERVIZI	FIGC 2010	FIGC 2011	Variations FIGC
Executives	-	-	-	4	5	1
Senior Managers	-	-	-	7	7	-
Managers	-	-	-	17	16	-1
Category D	-	-	-	-	-	-
Specialists	4	4	-	28	27	-1
Office personnel	12	12	-	112	116	4
Auxiliary personnel	2	1	-1	16	16	-
TOTAL	18	17	-1	184	187	3

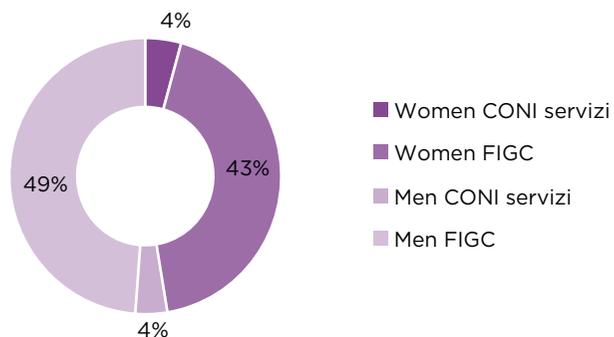
HUMAN CAPITAL

FIGC AND CONI SERVIZI PERSONNEL

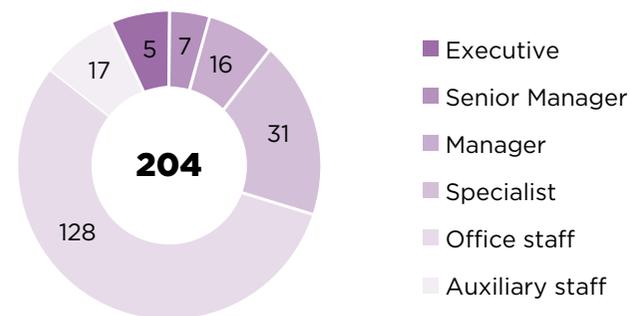


In terms of flexibility, 5 female employees have opted for horizontal part-time contracts and 1 female employee for a vertical part-time contract. As far as gender distribution is concerned (107 males and 97 females), worthy of emphasis is the uniform distribution of senior level positions among men and women, indicating that gender discrimination is not practiced on the job at the FIGC.

GENDER SUBDIVISION OF THE LABOUR FORCE IN 2011



BREAKDOWN OF EMPLOYEES BY CONTRACT CATEGORIES IN 2011



In 2011 the FIGC hired 8 employees (4 of whom to substitute for employees on maternity leave) and transformed 12 fixed term contracts into long term ones.

CONTRACTS TRANSFORMED AND STIPULATED IN 2011

Typology	Trasformation	Recruitment
Long term	12	1
Fixed term		2
Transfer from CONI Servizi		1
Maternity leave replacement		4
Activation		
Internships	3	

Activated from 2007 to 2011 were 17 internships through conventions stipulated with a few Italian universities, the Provincia di Roma and the Gruppo Sole 24 ORE.

HUMAN CAPITAL

GEOGRAPHICAL DISTRIBUTION

The geographical distribution of FIGC personnel reveals a concentration thereof in the various offices located in Roma. Also worthy of note is the number of FIGC staff members in the province of Firenze due to the location there of the FIGC Technical Center.

GEOGRAPHICAL DISTRIBUTION OF PERSONNEL BY PROVINCES

Bari	3
Firenze	12
L'Aquila	1
Venezia	1
Napoli	2
Palermo	1
Potenza	1
Roma	182
Trieste	1
Total	204

TRAINING AND UPDATING COURSES

The training activities organized between 2009 and 2010 were connected with similar endeavours fielded by CONI Servizi, which involved 51 employees attending English language courses at different learning levels.

In 2011 the FIGC directly organized training activities on subjects related to on-the-job safety with courses for safety supervisors and first aid specialists, as well as one-on-one English language courses for senior management personnel and specific training courses on IT (system administrators, etc.).

WELFARE

The Human Resources Department has been operational since 2008 and its main activities during these initial years of corporate existence have concentrated on the definition of in-house roles and responsibilities, and the

management of personnel administration matters. The welfare of personnel has also been at the center of attention, and activities have been carried out in compliance with the contractual terms of the CCNL, which stipulate a series of subsidies and benefits suitably regulated and provided through a needs assessment process relative to:

- Education expenses (from primary school to university studies)
- Scholarships
- Organization of summer camps and/or reimbursement of sports activity expenses for the children of employees
- Voluntary collective solidarity contribution for the cases of the demise of an employee under contract

Employee benefits also include a health insurance policy (CASPIE), whose premiums are paid by the FIGC and may be extended to cover family members with payment of the relative premium by the employee in question. In addition to the customary Third Party Liability insurance policy, the FIGC has also stipulated a policy for its employees covering professional and non professional risks, as well as a Kasko insurance policy covering personal vehicles when used on official business. Moreover, employees have a pass granting them access to football matches. FIGC personnel may also avail themselves of the services and activities proposed by the Nuovo CRAL CONI, a non profit recreational club, whose aim is the promotion and management of cultural, sporting, tourist and assistance activities in the spirit of the Statute of Workers (Law 300). This club and its activities are available to all the employees of CONI Servizi and the National Sports Federations.

In 2011 the Nuovo CRAL CONI offered FIGC employees:

- corporate agreements with banks, stores, parking facilities, tour operators, etc.
- guided cultural visits throughout the year
- recreational events in theatres, auditoriums and corporate clubs
- facilities for tennis, recreational fishing, football and swimming

HUMAN CAPITAL

INTERNAL COMMUNICATION

Internal communication at all levels is guaranteed through the dispatch of e-mails to all department heads/resource persons, the posting of information deemed useful for FIGC employees on the FIGC intranet site, and the *figc.it* portal, which ensures the broadest possible circulation of normative and institutional information.

HEALTH PROTECTION AND SAFETY ON THE JOB

The Italian Football Association has always recognized the importance of health protection and safety on the job, entrusting to a specific Prevention and Protection Section (consisting of the Safety Officer, the Head of the Prevention and Protection Office, a doctor and an employees' representative) the task of adopting measures suited to guaranteeing respect of and compliance with regulatory measures regarding safety at work. In order to ensure compliance with the requirements stipulated by Law 81/2008 (former Law 626/96), the Prevention and Protection Section organized the following activities:

- 145 medical check-ups for employees
- a 4 hour on-line course about safety for all personnel
- a 9 hour course for safety supervisors
- a 16 hour course for persons assigned responsibilities in the areas of management of emergencies, first aid and fire prevention
- biannual technical inspections of FIGC offices and premises
- distribution to all the personnel of a questionnaire on work-related stress

Five accidents involved FIGC employees (at work or on the way) in 2011. Claims regarding four of them were settled by INAIL.

BONUSES TO EMPLOYEES

In full respect for the principle of meritocracy, the performance of FIGC personnel is evaluated through a new evaluation system adopted experimentally from 1 January 2011 with the renewal of the labour contract

for the period 2010-2012. The Results Based Corporate Bonus represents a form of direct compensation to motivate collective productivity and is intended to recompense the greater commitment requested of employees to improve the quality of services. The resources allocated thereto are distributed entirely among all the employees under contract (both long term and fixed term contracts). With reference in particular to the ratio of direct proportionality between salaries and the level of goals achieved, the direct allotment of the resources earmarked for the corporate bonus takes into consideration the following criteria:

- the number of days worked during the entire year
- staff position coefficient
- coefficient of merit, which takes into consideration individual commitment in expediting tasks assigned

The individual bonus is linked to merit and in particular to the commitment of each employee. Insofar as selective in nature, the granting of the bonus depends on the personal evaluation of each employee by his/her respective supervisor. The bonuses are allocated within the limit of one month's salary and according to the budgeted resources available.

EMPLOYMENT AND OTHERWISE ABLE PERSONS

In order to enhance in full the skills and capabilities of otherwise able employees, the FIGC designs and deploys suitable initiatives pursuant to the terms of Law 68/1999, with particular attention to the elimination of architectural barriers, as well as instrumental and logistical requirements. The Association has stipulated a convention with the Provincia di Roma for the recruitment of otherwise able persons and/or persons belonging to protected categories.

ADDITIONAL TYPES OF CONTRACTS

Due to the particular nature of roles and professional profiles inherent

HUMAN CAPITAL

in its organization of activities the FIGC employees human resources also on the basis of atypical contracts. In addition to the contracts with dependent staff members, stipulated in 2011 were such contracts to cover positions on the staff of the National Teams, the technical organs of the Italian Referees Association, and the Technical Sector.

CONTRACTS STIPULATED BY THE FIGC IN 2011

Types of contracts	Number signed in 2011
Co.Co.Co	6
Co.Co.Pro ENPALS	27
Co.Co.Pro INPGI	1
Co.Co.Pro INPS	58
Part-time	2
Outsourcing	6
Total	100

TRADE UNION RELATIONS

The FIGC delegates 1st and 2nd level bargaining to a joint CONI Servizi and National Sports Federations delegations. Remaining within the direct remit of the FIGC is the definition of the operational ways and means for the application of contract provisions. The bodies empowered to engage in trade union relations are the parties signatory to the CCNL. In line with contractual expectations the FIGC provides information to the trade unions either directly or indirectly regarding: plans and programmes for the development of on-the-job hygiene and safety, employment and recruitment trends, social services improvement policies, plans and projects to ensure equal opportunities, hiring policies, overtime and in-house mobility policies. In this same sense, and in their turn, the trade unions signatory to the CCNL take the initiative to create Single Trade Union Representations, confirming the bargaining role of the Corporate Trade Union Representations.

Consequent thereto the FIGC complies with the terms set forth in Law 300/1970, guaranteeing to Trade Union representatives leave of absence and the forms of protection stipulated in the aforementioned law. With the exclusion the typical profiles in the world of football such as coaches, instructors and designators, 97% of those working for the FIGC are covered by collective bargaining practices.

ECONOMIC CAPITAL

SUMMARY BALANCE SHEET

Item	Final balance 2011	Final balance 2010	Delta
Intangible fixed assets	759,179	958,256	-199,077
Tangible fixed assets	865,739	1,002,564	-136,825
Long-term financial assets	32,622,229	27,635,764	4,986,464
Total fixed assets	34,247,147	29,596,585	4,650,562
Receivables	51,363,411	44,135,334	7,228,077
Cash and other liquid assets	50,882,443	50,347,946	534,497
Current assets	102,245,853	94,483,280	7,762,574
Prepaid expenses and accrued incomes	3,962,713	2,776,292	1,186,421
TOTAL ASSETS	140,455,714	126,856,157	13,599,557
Equity	32,684,133	29,682,892	3,001,241
Provisions for liabilities and charges	28,326,125	14,511,063	13,815,062
Bounded funds	939,977	1,076,156	-136,179
Employees' leaving indemnity	1,762,044	1,377,825	384,220
Debts outstanding	64,615,015	56,399,462	8,215,553
Accrued liabilities and deferred incomes	12,128,420	23,808,759	-11,680,339
TOTAL LIABILITIES	140,455,714	126,856,157	13,599,557

Note: amounts expressed in Euro

SUMMARY PROFIT AND LOSS ACCOUNTS

Item	Final Balance 2011	Final Balance 2010	Delta
Contributions, members fees, revenues	181,346,388	175,725,007	5,621,381
Operating revenues	181,346,388	175,725,007	5,621,381
National Teams' Olympic Games preparation	64,977,775	75,993,666	-11,015,891
Match officials	43,588,095	42,671,557	916,538
Organization of International sports events	2,076,542	439,150	1,637,392
Organization of Domestic sports events (excluding National Teams)	2,095,828	1,787,557	308,271
International bodies	2,455	404	2,051
Educational Activities, Research and Documentation	4,788,637	4,550,482	238,155
Sports promotion	5,240,551	5,498,599	-258,048
Sports facilities management	5,556,341	3,150,094	2,406,248
Transfer for sports activities	112,190	6,751	105,439
Direct costs	128,438,416	134,098,260	-5,659,844
Personnel costs	12,983,109	12,736,945	246,165
Overhead	19,333,277	19,140,239	193,038
Indirect costs	32,316,387	31,877,184	439,202
Depreciation and amortisations	16,051,694	8,935,294	7,116,400
Operating costs	176,806,496	174,910,738	1,895,758
Financial and extraordinary income/charges	489,747	2,970,915	
Earnings before taxes	5,029,638	3,785,183	
Taxes and duties	2,028,397	939,035	
Net Income	3,001,241	2,846,148	

Note: amounts expressed in Euro

ECONOMIC CAPITAL

The FIGC is an association whose task is to promote and discipline the game of football and aspects related to it. It is not profit oriented and hence management is driven not by reaping profits, but by efficiency and efficacy in the management of resources. The Association pursues its mission with input from three major categories of sources: CONI contributions, contributions from associated members, management of activities and assets (TV broadcasting rights, advertising, etc.) The value added cannot be calculated as is the case with profit making concerns, which supply services or sell products on the open market, but is to be sought in the ability to manage the balance between sources of revenues and costs in such a way as to attain the corporate target.

OPERATING REVENUES FOR EACH CATEGORY

Item	€	
	2011	2010
CONI contributions	83,635,688	82,571,103
Members' fees	24,323,269	21,097,769
Revenue from international events	40,285,675	26,741,427
Contributions from the State, Regions and local bodies	2,821	969,049
Revenue from advertising and sponsorships	29,878,675	40,218,105
Sundry revenues	3,220,260	4,127,555
Operating revenues	181,346,388	175,725,007

The FIGC's activities in the organization of the football system and giving thrust to it is made possible by the contributions received from CONI, which vary from year to year, and from its members. These two sources together account for close to 60% of funding and guarantee fundamental support for the Association's activities. Nonetheless, the Association's ability to generate

new income on its own, ensuring the resources necessary for properly carrying out of its mission on the basis of sound economic management, is a condition required in order to complement the contributions received and thereby guarantee the current levels of service offered to the system. The ultimate beneficiary of the value chain managed by the FIGC is the football system in all its parts and as a whole, but from the viewpoint of direct economic relations the value produced is mainly distributed to the categories of stakeholders presented in the table below:

COSTS SUSTAINED FOR EACH CATEGORY

Item	€	
	2011	2010
Personnel	9,898,704	9,936,423
Commercial suppliers	42,328,262	48,826,835
Third parties for FIGC bodies and commissions	4,988,600	5,491,467
Third parties for technical/sporting works and services	89,474,256	90,486,403
Contributions to third parties for the football system	9,372,961	6,898,771
State, local authorities, institutions ¹	6,343,081	4,938,354
Association ²	19,052,935	11,781,442
International sports organizations	377,335	336,228
TOTAL	181,836,134	178,695,923

¹ The category "State, local authorities and institutions" refers to taxes and social security contributions paid by the FIGC

² The item "Association" includes all the amortisations and all the funds set aside by the FIGC, including the net income

ECONOMIC CAPITAL

POLICY ON SUPPLIERS

The Association selects its suppliers in the basis of the quality of the goods and services offered. The supply contract awarding system entails the prior registration of suppliers on a list after approval by the Supplier Evaluation Commission appointed by the President of the Italian FA.

This list is subdivided according to categories of goods and services and includes the names of companies complying with the requirements of financial soundness, entrepreneurship and quality on which the Commission has expressed a positive opinion upon their direct request.

Geographical location does not represent a discriminant parameter in the supplier selection process, even though the criterion of geographical proximity does correspond to that of efficiency for the vast majority of the goods and services purchased by the FIGC. The value of supplies from companies based in the Regione Lazio totalled 2,256,764 Euro in 2011.

PATRONAGES, DONATIONS AND CONTRIBUTIONS

Ever sensitive to social issues, the FIGC provides support to charitable organizations and locally organized activities by granting its institutional patronage, supplying sporting goods and material, and allocating funds that may be freely used for beneficial aims.

The FIGC grants its institutional patronage to those activities whose request is brought to the attention of the President of the Italian FA, and after due screening of competence has been conducted.

In 2011 patronages were granted on 73 occasions, of which:

- 18 for sports events
- 31 for social initiatives and awareness generation endeavours
- 24 for conferences, prizes and training courses

The requests for sporting goods are received from private parties, institutions and benevolent organizations. After due analysis of the request in question,

the Association provides sporting goods (balls, jerseys, track suits of the National Team) or promotional material (pennants, trophies and lapel pins). In this manner the FIGC has supported sporting events, initiatives with a social aim, awareness generation and fundraising activities, etc., helping local associations, missionaries working in both Africa (Congo and Angola) and in South America (Venezuela and Colombia), and also inmates in the Rebibbia Penitentiary in Roma.

Lastly, the FIGC supports initiatives of third parties through the allocation of funds managed through a solidarity fund fed by:

- fines earmarked for use
- FIGC resources which the President of the Italian FA deems it dutiful to allocate for ethical, social or environmental purposes, etc.
- resources from outside the Association and earmarked for use.

747,555 Euro were allocated through the social initiatives fund in 2011. The destination thereof is decided on the basis of the social profile of the applicant entity and/or the purpose for which the funds are destined for use.

In 2011 the FIGC drew on the Social Initiatives Fund to support educational projects, finance scientific research and contribute to social, cultural and humanitarian initiatives.

CATEGORIES OF DONATION BENEFICIARIES

Category	2011 (€)
Education	4,000
Social and humanitarian initiatives	644,732
Cultural initiatives	4,000
Scientific research	94,823
Total	747,555

PROPERTY CAPITAL AND ENVIRONMENTAL POLICIES

With the exception of the management of the FIGC Technical Center, most of the FIGC's work is office work, and hence the main environmental impacts directly caused can be identified with those typical of said activities; for example, electricity consumption, consumption of fuel for winter heating, consumption of paper and other office supplies.

PROPERTY AND ENERGY EFFICIENCY

Real estate management is entrusted to Federcalcio Srl, a totally owned subsidiary of the FIGC, which through the years has mainly focused on the purchase and management of properties serving the purposes of the Association's corporate activities. Only over the last few years has this prevailing activity become flanked with the supply of services as a secondary field of enterprise. The real estate activity as such is not limited to the purchase and leasing of the properties where the Association's offices are located, but also includes the management of properties that Federcalcio Srl leases, and which are subleased in order to respond to temporary requirements on the part of the FIGC and its decentralized organs. In managing the real estate assets of the Association, Federcalcio Srl has for some time been attentive to environmental issues, orienting its policy in the direction of sustainability; for example, adopted in the case of restructuring works have been materials and solutions of such a nature as to reduce the environmental impact to a minimum, thereby making it possible to have a better energy classification, which has led to a reduction in direct emissions and savings in economic terms. One of the most recent works in this area was the construction of the new gymnasium

at the FIGC Technical Center. During the initial design phase an attentive analysis was conducted on energy performance in compliance with legislation in force, choosing materials and installations to have a perfectly isolated and low energy consumption building. Used for the heating and cooling systems was high energy efficiency heat pump technology without the use of fossil fuels and with total building energy consumption estimated at 4.1 kWh/m³, thereby obtaining an A+ energy classification. The approach adopted for such investments is mainly driven by circumscribing consumption, with an ensuing reduction in the emission of pollutants into the air. Moreover, the domestic features of the installations were designed to reduce waste to a minimum. Regarding printing services provided by Federcalcio Srl, the company's procurement office conducts market research in the quest for consumables with limited environmental impact.

MANAGEMENT OF ENVIRONMENTAL IMPACT

In order to reduce the environmental impact of its activities, the FIGC adopted measures for the management of waste generation and official travel. Regarding waste management (paper products and other non hazardous waste), activities carried out in 2011 were designed to reduce the consumption of materials such as paper products, and an in-house campaign took place to heighten the awareness of personnel regarding the separation of waste prior to disposal and collection. Moreover, in order to minimize the indirect impact stemming from official travel on the part of its employees, the FIGC is deploying policies through the Travel Office to reduce CO₂ emissions.

PROPERTY CAPITAL AND ENVIRONMENTAL POLICIES

Implemented in 2011 were several measures to reduce indirect environmental impacts, in particular travel by train rather than airplane, which produced a reduction in indirect emissions equal to approximately 85,855 kg. of CO₂.

FUTURE INITIATIVES TO REDUCE TRAVEL RELATED IMPACT

Actions	Aims
Creation of an administrative travel/transfer management system able to generate budgets, final cost accounts, monitoring and state of progress, as well as specific reports on typology of activity/supplier	On-line management of requests Cost/budget Monitoring cost/budget journeys/events Reduction in paper consumed
Use of a video-conference system as an alternative to official travel when on-site inspection is not indispensable	Reduction in costs Rationalization of resources Emission savings in CO ₂
Study of personnel mobility initiatives in order to optimise employees' home-work travel	Rationalization in the use of resources Emission savings in CO ₂
Possible addition of electric cars to the corporate motor pool	Fuel cost savings Emission savings in CO ₂

TERMINOLOGY

FIGC - Federazione Italiana Giuoco Calcio / Italian Football Association
Consiglio federale / Executive Committee
LND - Lega Nazionale Dilettanti / National Amateur League
AIA - Associazione Italiana Arbitri / Italian Referees Association
AIC - Associazione Italiana Calciatori / Italian Players Union
AIAC - Associazione Italiana Allenatori Calcio / Italian Coaches Union
Settore Tecnico / Technical Sector
SGS - Settore Giovanile e Scolastico / Youth and School Sector
Comitato Olimpico Nazionale Italiano - CONI / Italian National Olympic Committee
Norme Organizzative Interne Federali - NOIF / FIGC Internal Organizational Regulations
Assemblea / General Assembly
Presidente federale / President of the Italian FA
Vice Presidenti / Vice Presidents
Comitato di Presidenza / Presidential Board
Collegio dei Revisori dei Conti / Board of Auditors
Segretario federale / General Secretary
Commissione di Vigilanza sulle Società di Calcio Professionistiche - Co.Vi.So.C. / Professional Football Financial Control Committee
Anagrafe federale / FIGC Registry
Organi di Giustizia Sportiva / Sport Judicial Bodies
Commissione di Garanzia della Giustizia Sportiva / Sport Judicial Supervisory Committee
Giudici sportivi nazionali e territoriali / National and Regional Control and Disciplinary Single Judges
Procura federale / Disciplinary Inspector's Department
Commissione disciplinare nazionale / National Disciplinary Committee
Commissioni disciplinari territoriali / Regional Disciplinary Committees
Corte di Giustizia Federale / Appeal Body
Commissione Tesseramenti / Player's Status Committee
Commissione Vertenze Economiche / Economic Disputes Committee

Commissione Arbitri Nazionale CAN A; CAN B; CAN PRO; CAN D / National Referees Committee
Commissione Arbitri Interregionali - CAI / Interregional Referees Committee
Commissione Arbitri Nazionale Calcio a 5 - CAN 5 / National Futsal Referees Committee
Commissione Arbitri Nazionale Beach Soccer - CAN BS / National Beach Soccer Referees Committee
Organi Tecnici Regionali / Regional Bodies
Organi Tecnici, Provinciali Sezionali / Technical, Provincial and Sectional Bodies
Commissione Premi di Preparazione / Training compensation Committee
Osservatorio Nazionale sulle Manifestazioni Sportive / National Observatory on Sports Events
Coordinatore nazionale dei delegati per la sicurezza / National Coordinator of Safety and Security Delegates
Codice di Giustizia Sportiva / Disciplinary Code
Sistema delle Licenze Nazionali / National Club Licensing System
Commissione Antidoping FIGC / FIGC Anti-doping Committee
Tribunale Nazionale Antidoping - TNA / National Anti-Doping Tribunal
Norme Sportive Antidoping - NSA / Sports Anti-Doping Regulations
Commissione di primo grado delle Licenze UEFA / First Instance Licensing Committee
Commissione di secondo grado delle Licenze UEFA / Licensing Appeal Committee
Alta Corte di Giustizia Sportiva presso il CONI / CONI High Court of Sports Justice
Commissione Criteri Infrastrutturali / Infrastructure criteria Committee
Commissione Criteri Sportivi ed Organizzativi / Sports and Organization criteria Committee
Commissione Agenti di Calciatori / Players' Agents Committee
Fondazione Museo del Calcio / Football Museum Foundation
Federazione dei Musei del Calcio / Federation of Football Museums
Fondazione Etica e Calcio / Ethics and Football Foundation
CONI Servizi S.p.A. / Italian National Olympic Committee Service Company

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