

---

INTEGRATED  
REPORT  
**2015**

---

FEDERAZIONE ITALIANA  
GIUOCO CALCIO









# Contents

Letter to the stakeholders		4
Methodological note		6
The FIGC business model		9
Strategic objectives		10
<hr/>		
Mission, governance and organisational structure	<b>01</b>	<b>12</b>
<hr/>		
Capital management	<b>02</b>	<b>32</b>
<hr/>		
FIGC Activities and Initiatives	<b>03</b>	<b>48</b>
Efficiency and internal organisation	<b>03.1</b>	<b>50</b>
Sports activities	<b>03.2</b>	<b>78</b>
Strategic projects	<b>03.3</b>	<b>84</b>

---

# Letter to the stakeholders

In 2015, FIGC took a further step forward in its commitment to Sustainability by deciding to publish an Integrated Report

Football is Italy's most popular sport and it engages the entire nation, at every level. FIGC, aware of its prominent role and the values it represents both in Italy and abroad, set out in 2011 on a path of corporate social responsibility with the aim of providing transparency to its stakeholders through comprehensive, accurate information.

The three FIGC Sustainability Reports that followed - the result of four years of reporting, from 2012 to 2015 - proved to be innovative both on a national and international level, with many Italian and foreign football organisations following suit. FIGC took a further step forward in its commitment to Sustainability in 2015 by deciding to publish an Integrated Report. This first edition - which builds on the three previous publications - came about after FIGC felt the need to communicate the value produced by Italian football and inform the public about action taken for the benefit of its main stakeholders.

This report, besides being a fundamental aid to FIGC's internal decision-making, is a response to requests for even greater transparency from its internal and external stakeholders. It is important to highlight that FIGC was recently identified by *Transparency International* as one of 14 virtuous football associations (among FIFA's 211 member associations) that make key documents describing their profile and what they do available to the public. FIGC is now one of the first sports organisations in the world to publish an Integrated Report.

The Integrated Report sets out the strategy FIGC has adopted to ensure it operates in a socially responsible way, laying the foundations for sustainable development, taking into account the many diverse interests of its stakeholders and focusing on creating value in the short, medium and long term. The reader will be able to understand the FIGC business model through analysis of its mission, governance and organisational

structure, explore the capitals FIGC manages and the activities and initiatives it carries out, both in a purely sporting sense and from a strategic standpoint. Ultimately, the aim is to describe the various forms of value that FIGC is able to create.

This Integrated Report illustrates FIGC's main strategic projects, from the efficiency of its internal organisation to sustainability and transparency, its promotion of sports and youth activity, the development of the professional football and sports facilities, the reviewing of rules and regulations, together with the strengthening of the strategic development plans. The Integrated Report also illustrates FIGC's international development, its promotion of Italian football's history and cultural heritage, and its commitment to social issues.

By adopting this new reporting model, FIGC - which has always strived to improve and innovate - has demonstrated its willingness to respond to its stakeholders' need for change by optimising the reporting processes and producing innovative communication content. This is testimony to FIGC's desire to better understand the value it creates and shares, for the benefit of the entire system, fans of the game and sports lovers generally.

As we prepare to face new challenges, we hope this report might offer readers new and fascinating insight into the crucial role that football plays in Italy, not just in the world of sport but also in our economy and, above all, our society.

*Carlo Tavecchio*  
FIGC President



---

# Methodological note

FIGC is one of the first sports organisations in the world to produce an Integrated Report

## OBJECTIVE OF THE REPORT

After three consecutive Sustainability Reports and four years of reporting, this first Integrated Report sees Federazione Italiana Giuoco Calcio (hereinafter “FIGC” or “Italian Football Association”) take a new direction in terms of sustainability disclosure, driven by the desire for continual improvement and the constant research of new elements of innovation.

Besides offering greater transparency in communication with stakeholders, the Integrated Report is a primary tool which takes FIGC’s institutional reporting from a multi-stakeholder approach towards a method that better highlights the connections between strategic plans and objectives, and between the Association’s new organisational structure and the operations of the FIGC “structure”, its activities, projects and results.

The aim is not merely to report the activities run but to describe the different form of value that FIGC is able to create.

## THE INTEGRATED REPORT: AN EDITORIAL CHOICE AND A JOURNEY

FIGC took the decision to produce an Integrated Report - becoming one of the first sports organisations in the world to do so - after drawing up the 2014 Sustainability Report. Indeed, one of the stated improvement goals in that publication was “*to adopt the first Integrated Reporting from 2015*”.

The decision received backing at the KickOff 2015 event in Cesena, where one of the 11 working groups discussed the concept of “value” with reference to FIGC, listing the various elements in a creative and innovative way. This analysis of the types of value FIGC can create - either by Statute or through choice - and the tools, activities and resources (capitals) that can produce it, provided an outline for the basic structure of this Integrated Report. In the following months, FIGC’s organisational and operational structures underwent profound change. For example, methods for managing and monitoring interim results that are typical of for-profit organisations - such as the drawing up of quarterly Management Reports - were introduced.



Thanks to this process, which has now been fully implemented, it was possible to obtain the information needed to draft this report. In compliance with best practices, the Integrated Report is thus a final review drawing on quality internal management and control practices that is forward-thinking and target-oriented.

## REPORTING PERIOD AND BOUNDARIES

The qualitative and quantitative data contained in this Integrated Report relates to activities carried out by FIGC and its wholly-owned subsidiary Federcalcio Servizi Srl.

Data on sports management refers to the last few seasons, up to and including 2014-15. Data that is not connected to sports management refers to the last few financial years, with a breakdown of the main activities run in the calendar year 2015.

Financial data is taken from FIGC's balance sheet at 31 December 2015. The "Financial Capital" section contains data relating to the last three financial years (2013-2015). All exceptions are noted in the appropriate section of this report.

## REFERENCES AND REPORT STRUCTURE

This Integrated Report was drafted in accordance with the guidelines set out in the *Integrated Reporting Framework* published by IIRC (International Integrated Reporting Council) in December 2013. To ensure continuity with the Sustainability Reports published in previous years, the *G4 Sustainability Reporting Guidelines* by GRI (Global Reporting Initiative) were followed for some of the quantitative data in certain sections of this report. The Integrated Report has been structured in such a way so as to focus on how FIGC creates value. It therefore analyses the relationships between capital inputs (Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship), the activities and initiatives carried out by FIGC to transform the available capitals into outputs and outcomes, and the forms of value that are created. This is done while bearing in mind factors such as:

- > the external environment FIGC operates in;
- > the objectives FIGC sets itself and the restrictions it is subject to;
- > the risks and opportunities in FIGC's environment;
- > FIGC's governance, mission and values used as reference.

FIGC does not see this first Integrated Report as the end of its journey towards integrated reporting

## A JOURNEY OF IMPROVEMENT

Thanks to this process, which has now been fully implemented, it was possible to obtain the information needed to draft this report. In compliance with best practices, the Integrated Report is therefore an opportunity to take stock, drawing on quality internal management and control practices while looking to the future and new targets.

Globally, many of the companies that have gone down a similar route talk about “*our integrated journey*”. This underlines the idea that a detailed analysis and an increasingly thorough description of a company’s organisational structure and its results is something that has to be achieved over a number of years. FIGC is also on an integrated journey, a unique and in some ways “visionary” one in the realm of institutional communication since it is currently unparalleled anywhere in the world. This intellectual leadership is in itself an example of value that FIGC has created, in the hope that it might benefit similar organisations in Italy or abroad that wish to follow in its footsteps.

2012



2013



2014



2015



# FIGC FUNCTIONS AND OBJECTIVES

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

## RISKS AND OPPORTUNITIES

## STAKEHOLDER RELATIONS

### CAPITAL MANAGEMENT

**FINANCIAL CAPITAL:**

- > Contributions (CONI and others)
- > Membership fees
- > Revenues from international events
- > Commercial, advertising and sponsorship revenues
- > Other revenues

**REAL ASSETS AND NATURAL CAPITAL:**

- > FIGC Technical Centre (Coverciano)
- > Headquarters, offices and facilities at regional level
- > Consumption relating to management of Real Assets
- > Effects of mobility

**HUMAN CAPITAL:**

- > Employees, collaborators and their individual skills

**INTELLECTUAL AND ORGANISATIONAL CAPITAL:**

- > Specialist technical know-how
- > ICT systems and equipment
- > FIGC brand and National Teams asset
- > Organisational structure
- > Rules and procedures

**SOCIAL AND RELATIONSHIP CAPITAL:**

- > Relationships with institutions
- > Relationships on a local level
- > Relationships with international bodies
- > Relationship between FIGC, its components, Teams, registered members and families

### FIGC ACTIVITIES AND INITIATIVES

**EFFICIENCY AND INTERNAL ORGANISATION**

**SPORTS ACTIVITY**  
(ordinary operations and football development)

**STRATEGIC PROJECTS**

### PERFORMANCE AND RESULTS

- > Effective and efficient organisation
- > Growth of FIGC management
- > Technical development
- > Developing the sport dimension
- > Sports performances
- > Optimised management of National Teams
- > Development of youth football
- > Development of women's football
- > Synergy with professional football
- > Review of FIGC rules and regulations
- > Innovation and technology
- > Consolidating relations with external stakeholders
- > Transparency towards stakeholders and the football system
- > Increasing social work and the fight against racism and discrimination
- > Optimising cultural heritage and fan engagement
- > Enhancing FIGC's reputation and creating economic value through the brand
- > Organisation of Big Events
- > Enhancing sports facilities (FIGC assets and football system infrastructure)

### TYPES OF CAPITAL AFFECTED

- > Human, Financial, Intellectual and Organisational Capital
- > Human Capital
- > Human Capital, Intellectual and Organisational Capital
- > Financial, Intellectual and Organisational Capital
- > Intellectual and Organisational Capital
- > Social and Relationship Capital
- > Financial, Intellectual and Organisational Capital
- > Human, Financial, Intellectual and Organisational, Social and Relationship Capital
- > Real Assets and Natural Capital, Social and Relationship Capital

## VISION FOR THE FUTURE

## CREATION OF VALUE OVER TIME

EXTERNAL CONTEXT

## STRATEGIC OBJECTIVES

In order to restore the game of football to a role of central importance within its project, during 2015 FIGC worked hard to grow as an organisation and develop its activities, setting ambitious objectives for the future growth of the Association activities and indeed the value it generates.



### INTERNAL ORGANISATIONAL EFFICIENCY, SUSTAINABILITY AND TRANSPARENCY

Reorganisation and optimisation of corporate structure and internal processes, development programmes for human resources, development of commercial area, achieve economic/financial balance



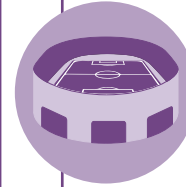
### SYNERGY WITH PROFESSIONAL FOOTBALL

Transparency in ownership interests, achieve economic/financial sustainability, promotion of managerial culture and long-term investments, investment in innovation and technology



### DEVELOPMENT OF SPORTING AREA

Development programme for National Teams, increased sporting competitiveness on an international level, management of relationship with schools, development of women's football



### SPORTS FACILITIES

Development of FIGC's real-estate assets (starting with FIGC Technical Centre in Coverciano) and promoting the development of football infrastructures in Italy, providing technical and managerial support to investment programmes adopted by stakeholders



### PROMOTION OF YOUTH ACTIVITIES

Increased local presence around the country, establishment of a common technical direction, reform of youth championships and implementation of educational projects in schools



### REVIEW OF RULES AND REGULATIONS

Safety, public order, integrity, dialogue with fans and introduction of guidelines for the definition of educational programmes in schools

The individual objectives pursued by FIGC and the activities undertaken to achieve them, contributing to the creation of value, are illustrated in Chapter 03 (FIGC Activities and Initiatives).



### ENHANCING THE CULTURAL HERITAGE OF ITALIAN FOOTBALL

Programme for the development of the Fondazione Museo del Calcio (Museum of Football Foundation), organisation of special events



### STRENGTHENING STRATEGIC DEVELOPMENT PROGRAMMES

Consolidation of relations with national and international stakeholders, with the objective of working together on a large scale in a more efficient manner, achieving common objectives and using contributions from the world outside football to positively affect football governance in Italy



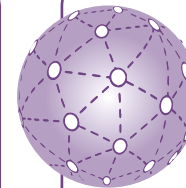
### INCREASING SOCIAL COMMITMENT

Development of social/educational activities in football for far-reaching, long-term benefits, including the fight against racism and discrimination



### DEVELOPING THE INTERNATIONAL DIMENSION

Strengthening the presence in international institutions and promoting the Made in Italy brand through National Team activities



### INVESTMENT IN TECHNOLOGY

Promoting the development of IT, digital and tech platforms designed to increase the efficiency and operational performance of FIGC structure



### BIG EVENTS

Achieving the objective of ensuring an impeccable level of organisational know-how, drawing on the legacy of international football events held in Italy



### CREATION OF A NEW MODEL OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Review of FIGC website, creation of a database to manage and research profiles of registered members, identification of key socio-educational and commercial principles to be developed in the coming years



On average, over 1,670 official matches are held across 19,516 approved football pitches in Italy every day

FOREIGN REGISTERED PLAYERS

57,270

OFFICIAL MATCHES

609,790

TEAMS

61,435

CLUBS

13,491

MANAGERS

235,676

# Mission, governance and organisational structure

# 01

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

## 2014-2015 SEASON

REFEREES	REGISTERED COACHES	REGISTERED PLAYERS	TOTAL REGISTERED MEMBERS
34,765	1,099,455		
	24,706	1,394,602	

# Identity and mission



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

FIGC’s purpose is to:

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

Among the Association’s members are the Leagues, which are entrusted with the organisation of the professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (LND, National Amateur League) championships, the Italian Referees’ Association (AIA), which appoints the referees and assistant referees regarding matches for which FIGC is directly responsible, Technical Bodies (i.e. Italian Players’ Union and the Coaches’ Union), the Technical Sector, and the Youth and School Sector.

# 1898

Year of Foundation

FIFA recognition

# 1905

# 1954

Founding member of UEFA



THE ITALIAN FOOTBALL ASSOCIATION



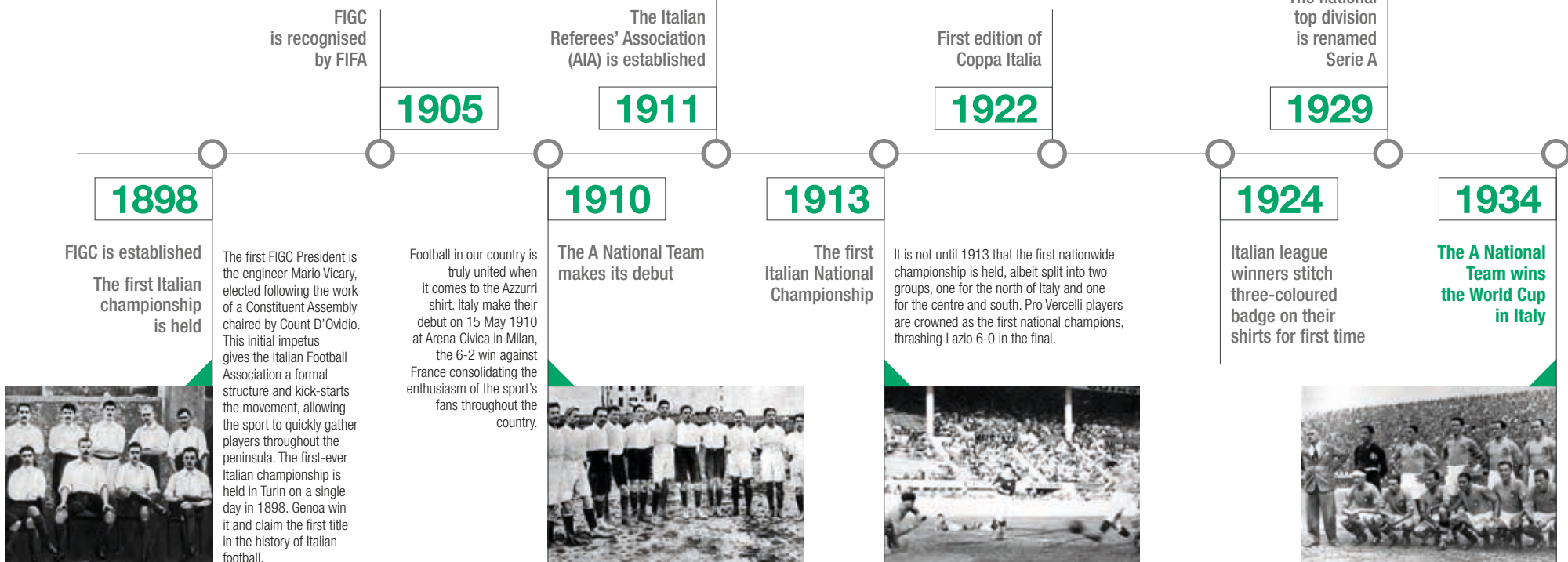
The Italian Football Association undertakes a wide range of activities, devolving organisational power to all the various stakeholders while acting as a regulatory, guarantee and control body

# History ▶



The A National Team adopts the blue jersey for the first time

Across a twenty-year period, the first large-scale changes on a national and international level take place in football. The FIFA World Cup begins in 1930, Italy finally launch a single-league national championship and the door is opened to professionalism in the game. Over the next few years, Italy win two World Cups (1934 and 1938), as well as an Olympic gold in Berlin in 1936.





**The A National Team wins Gold Medal at the Berlin Olympics**

**1936**

**1938**

**The A National Team wins the World Cup in France**



**The Grande Torino tragedy**

**1949**



The national championship starts up again in 1945 in the aftermath of the Second World War. The sport quickly returns to normality, reflecting the people's desire to get back to their lives. The legendary Grande Torino team is born and the following four years are full of enthusiasm and excitement. The team spearheaded by Valentino Mazzola dominates completely, winning four consecutive titles until the Superga tragedy in 1949, when the plane carrying the team crashes in the snow and robs Italian football of its finest athletes.

**1954**

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

**Reform of FIGC: the leagues are introduced, Technical Sector and Youth and School Sector are set up**

During this period, FIGC begins a process of reform, as three leagues are introduced, the Italian Referees' Association become a sector of FIGC and two others sectors are set up: the Technical Sector, which remains at its base in Coverciano, and the Youth and School Sector, which breathes new life into the academy structure and relationships with schools.

**1959**

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



**1968**

With Artemio Franchi as FIGC President, Italy return to the heights of international football. In 1968, the A National Team trained by Ferruccio Valcareggi win the EURO on home soil then finish runners-up at the World Cup in Mexico two years later.

**The A National Team finishes second at the World Cup in Mexico**

**1970**

**1973**

**Artemio Franchi is elected UEFA President**



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

**1982**

Managed by Enzo Bearzot, Italy negotiate their way out of a tough group to march to their third world title in 1982. It is an important time for Italian football, with the team also finishing in third place at Euro 1988 in Germany and the country hosting the World Cup itself two years later. Unfortunately, the organisational success of the competition isn't matched on the pitch. Despite some magical nights at the Stadio Olimpico, Italy come third. The outcome is especially painful as the National Team finish the tournament unbeaten and only go out via the lottery of penalties against Argentina, captained by Diego Armando Maradona.



The A National Team finishes in third place at the World Cup held in Italy

**1990**

The Women's A National Team finishes second at the European Championship in Italy

**1993**



The Under 21 National Team wins the European Championship

**1996**

**1992**

The Under 21 National Team wins the European Championship

**1994**

The A National Team reaches the second place in the World Cup final in the USA  
The Under 21 National Team wins the European Championship



Italy finish as runners-up at USA 1994, losing out to Brazil in the final. After their success in 1992, the Under 21 National Team reclaim its title at the European Championship in 1994 before going on to repeat the trick in 1996, 2000 and 2004.

**1997**

The University National Team wins the Summer Universiade for the first time

The Women's A National Team finishes in second place at the European Championship in Norway and Sweden

## The 2000s: football evolves

Television rights, reforms of international club competitions, the Bosman ruling and different rules for foreign players are just a few of the changes Italian football has to address, with the adoption of a new FIGC Statute and new laws ensuring a brilliant future for the whole football system as the sport enters a new age.

**2000**

The A National Team finishes second at the European Championship in Belgium and Netherlands  
The Under 21 National Team wins the European Championship



For the first time in FIGC history, Technical Bodies, the Italian Players' Union and the Italian Coaches' Union join the Leagues in taking part in the elections. After the 2002 World Cup in Japan and South Korea, FIGC increases its political work with particular focus on economic topics, along with incentives for amateur football and laws against violence in stadiums.

The Italian Players' and Coaches' Unions (AIC and AIAC) become part of the FIGC Executive Committee

**2001**



The Under 21 National Team wins bronze medal at the Athens Olympics

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

**2004**



The Under 19 Women's National Team record a historic feat when they beat Norway 1-0 in the final of the Euros. It is the first time Italy have won this competition.

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

**2008**



The A National Team finishes second at the European Championship held in Poland and Ukraine

**2012**



The Under 17 Women's National Team ends up in third spot at the European Championship and the World Cup

**The Futsal National Team wins the European Championship**

**2014**

After going home in the group stages of the 2014 World Cup in Brazil, head coach Cesare Prandelli and FIGC President Giancarlo Abete hand in their resignations. Carlo Tavecchio is appointed as the next President of the Italian Football Association on 11 August 2014. Contrasting the disappointment of the World Cup exit, in February Roberto Menichelli's Futsal National Team win their second European Championship in Belgium, 11 years after their debut success in Caserta. In March the Under 17 Women's National Team claims a historic third-place finish at the World Cup held in Costa Rica.

**2003**

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

**The Futsal National Team wins the European Championship**

A prestigious and well-deserved success comes in 2003 thanks to the Futsal National Team, who defeat Ukraine 1-0 in the final on home soil to win the European Championship for the first time.

**2006**

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

Twenty-four years on from their last title at Spain 1982, Italy is crowned World Champions once again. After an amazing run through the tournament - five wins and just one draw against the USA - the Azzurri overcome France in the final in Berlin (6-4) after a tough match goes to penalties.



**2010**

The National Professional League is split

On 7 July 2010, the National Professional League is divided into two separate bodies: Lega Serie A, which continues to oversee Serie A, the Coppa Italia, the Italian Super Cup, the Primavera Championship, the Coppa Italia Primavera and the Primavera Super Cup, and the newly formed Lega Serie B, which is responsible for Serie B.

**2013**

The A National Team finishes third at the Confederations Cup in Brazil

The Under 21 National Team finishes as runners-up at the European Championship

The Under 17 National Team also finishes as runners-up at the European Championship

**2015**

**The University National Team wins gold at the Summer Universiade**

**The Beach Soccer National Team finishes fourth at the World Cup**

Eighteen years after their last triumph, the University National Team win their second gold medal at the Summer Universiade, defeating host nation South Korea 3-0 in the final. Italy thus find themselves on the medal podium for the seventh time in history: aside from the first place in Palermo in 1997 (when the opponent in the final was also South Korea), there have also been five silver medals in 1999, 2003, 2005, 2007 and 2009.

Italy has the fourth highest number of registered players in Europe

### NATIONAL TEAM HONOURS

<b>A National Team</b>	<b>4</b> World Cups	<b>1</b> European Championship	<b>1</b> Olympic Gold
<b>Under 21</b>	<b>5</b> European Championships	<b>4</b> Mediterranean Games	
<b>Under 19</b>	<b>1</b> European Championship		
<b>Under 18</b>	<b>2</b> UEFA Junior Tournaments (forerunner to the European Under 18 Championships)		
<b>Under 16</b>	<b>1</b> European Championship		
<b>Futsal</b>	<b>2</b> European Championships		
<b>Beach Soccer</b>	<b>1</b> Euro Beach Soccer League		
<b>Women's Under 19</b>	<b>1</b> European Championship		
<b>University National Team</b>	<b>2</b> University Championships		



- 25** Total number of trophies won by the Italian National Teams from all the competitions they have taken part in
- 4** Number of World Cups won by the A National Team
- 14** Number of European Championships won by Italian National Teams at senior, youth and women's level

## FIGC functions

The Italian Football Association undertakes a wide range of activities to accommodate all the various stakeholders over which FIGC exercises organisational power, acting as a regulatory, guarantee and control body. In order to promote and govern the game of football, FIGC specifically operates in the following areas:

- ▶ managing international football relations in order also to standardise fixture lists;
- ▶ the discipline of football and technical, organisational and economic management of National Teams;
- ▶ regulatory and control duties, with particular reference to Sports Justice, referees and control own clubs;
- ▶ promoting the national technical school and youth academies, including the running of and setting periodic targets for the Technical Sector as well as the Youth and School Sector;
- ▶ sports medicine support and prevention of and cracking down on the use of substances or methods that alter a player's natural physical performance;
- ▶ governing clubs' and associations' affiliations to FIGC, as well as controlling the registration of members;

- ▶ establishing the composition and format of the Championships in agreement with the Leagues involved, following consultation with the Technical Bodies;
- ▶ determining the pre-requisites and criteria for Championships promotion, relegation and registration and, specifically, the adoption of a Licensing system to take part in professional leagues - in line with UEFA guidelines on the Licensing system for the European competitions - establishing control systems, including via ad-hoc technical bodies, for the organisational, functional, economic management and financial stability of clubs;
- ▶ publishing regulations - following consultation with the Leagues and Technical Bodies - on the registration and selection of players not eligible for the National Teams;
- ▶ determining criteria on how to distribute the resources made available to FIGC and ensuring financial solidarity principle between professional and amateur football;
- ▶ publishing guiding principles for the Leagues and Italian Referees' Association (AIA) regulations, in line with those listed in the FIGC Statute, CONI, FIFA and UEFA guidelines, the legislation in force and checking they are respected;
- ▶ recognising the largest representative associations of players and coaches, based on numbers of members, regional structure and level, as well as the two bodies' right to freedom of association, in order to run elections for FIGC bodies and carry out other duties listed in the Statute;

- ▶ resolving conflicts of interest;
- ▶ all duties enshrined in the law and in FIGC Statute, as well as the terms of national and international sporting legislation and every other role of general interest to the Italian Football Association.

**THE ITALIAN FOOTBALL PYRAMID**  
2014-15 HIGHLIGHTS



# Organisation and Governance

## FIGC BODIES

General Assembly

President

Vice Presidents

Presidential  
Board

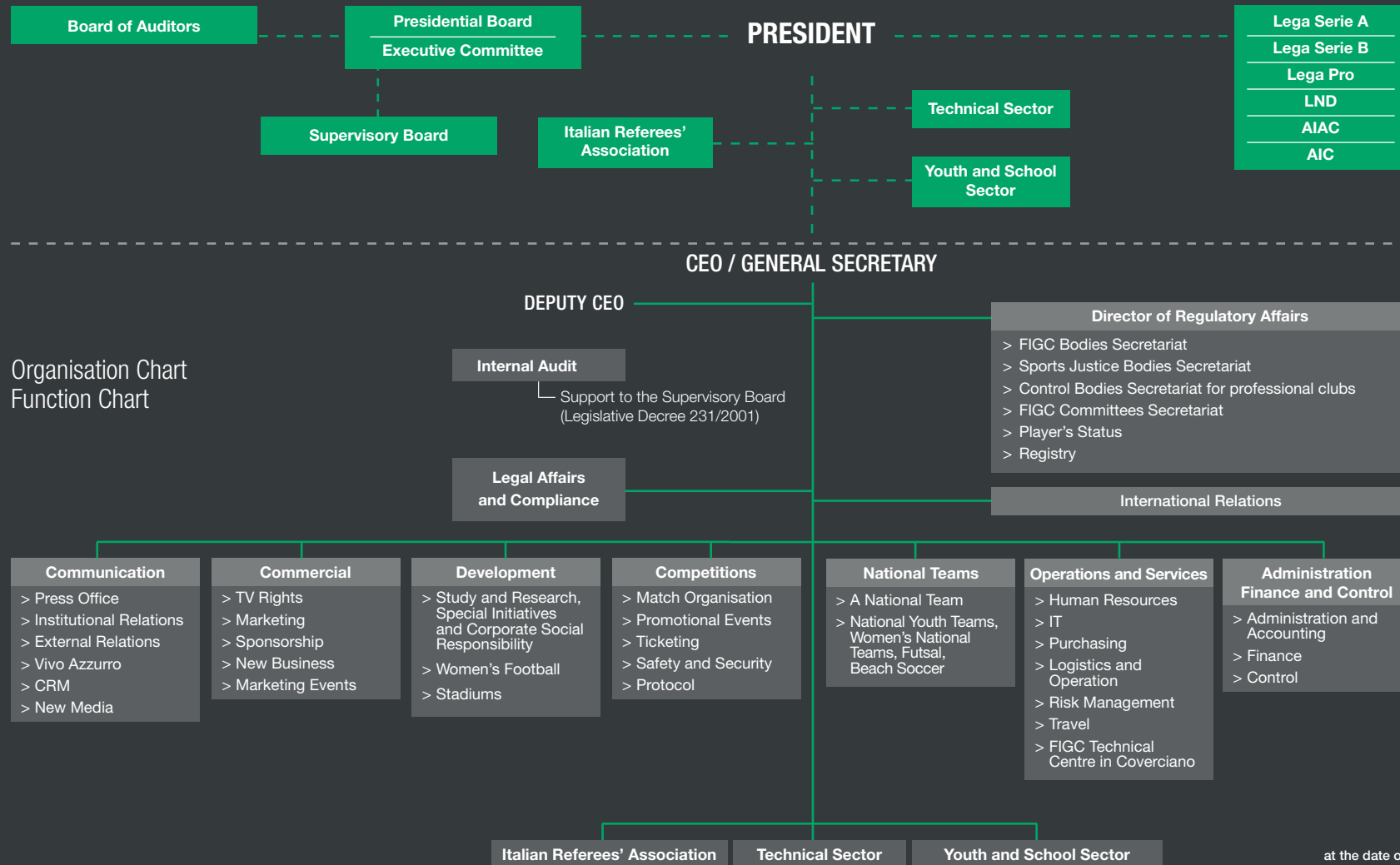
Executive  
Committee

Chief Executive  
Officer

Board of Auditors



# Organisation Chart



Organisation Chart  
Function Chart

Note: Organisation Chart updated at the date of publication of the Integrated Report








## SPORTS JUSTICE BODIES

-  National and Local Sports Judges
-  FIGC Prosecutor's Office
-  National Federal Tribunal
-  Federal Court of Appeal
-  National Sports Court of Appeal
-  FIGC Sports Justice Authority

## SUPERVISORY BODIES FOR PROFESSIONAL CLUBS

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

## FIGC COMMITTEES

-  Anti-doping and Health Protection Committee
-  FIGC Regulations Committee
-  Award Committee
-  Sports Directors and Managers Committee
-  Sports Agents Committee

# Ethical and professional values

During 2015, FIGC updated its Code of Ethics, the document which formally records the Association's ethical values (the Code can be consulted in the "Transparency" section of the figc.it website). It is primarily directed at FIGC managers, employees, consultants, collaborators and commercial partners. Complying with these general ethical principles is of fundamental importance to the realisation of the Association's objectives, ensuring all activities run properly, preserving the Association's integrity and protecting the image of FIGC.

Having been updated to reflect FIGC's needs, the Code of Ethics represents an essential element of the internal control system and of the Organisational, Management and Control Model pursuant to Legislative Decree 231/2001. FIGC strives to uphold the following ethical values:

- ✓ Respect for people
- ✓ Environmental sustainability
- ✓ Safety in the workplace
- ✓ Fairness and impartiality
- ✓ Legality/honesty
- ✓ Valuing collaborators/employees
- ✓ Transparency
- ✓ Confidentiality



FIGC, together with the various Leagues, clubs, players, coaches, match officials, managers and all other people working with the Association, is bound to adhere to the professional principles contained in its Statute (which can be consulted in the "Regulations" section of the figc.it website) and in the regulations and statutes of international stakeholders (FIFA and UEFA).

# FIGC and Italian football in figures

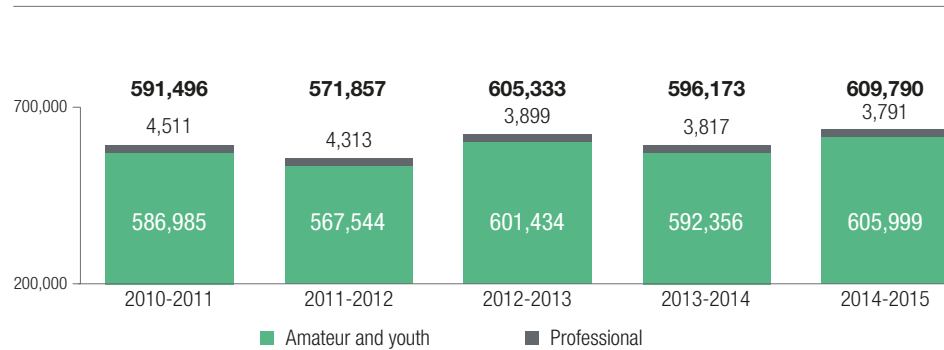
## SPORT DIMENSION

According to the latest figures from ISTAT (Italian National Institute of Statistics), there are **over 4 million** Italians practising football on a regular or occasional basis. As regards more specific data on structured activity organised directly by the Association, it is clear that FIGC continues to be the largest Italian Sport Federation by some considerable distance.

In the 2014-15 season, the total number of FIGC members amounted to **1,394,602**, with the figure constantly increasing. This comprised 1,099,455 registered players, 24,706 coaches, 34,765 referees and 235,676 managers. Also in 2014-15, there were a total of **13,491 clubs and 61,435 teams**, who between them played a total of nearly **610,000 official matches** (as well as over 140,000 friendly games). On average, over 1,670 official matches are held across **19,516 approved football pitches** in Italy every day.

FIGC FIGURES						
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	CAGR 2010-2015
<b>Clubs</b>	<b>14,653</b>	<b>14,451</b>	<b>13,908</b>	<b>13,652</b>	<b>13,491</b>	<b>-2.0%</b>
Professionals	127	119	111	111	102	-5.3%
Amateurs	11,469	11,260	10,702	10,316	10,071	-3.2%
Youth and School Sector	3,057	3,072	3,095	3,225	3,318	+2.1%
<b>Teams</b>	<b>71,689</b>	<b>70,329</b>	<b>60,210</b>	<b>62,295</b>	<b>61,435</b>	<b>-3.8%</b>
Professionals	470	455	475	468	418	-2.9%
Amateurs	17,020	16,570	15,658	15,521	15,064	-3.0%
Youth and School Sector	54,199	53,304	44,077	46,306	45,953	-4.0%
<b>Registered Players</b>	<b>1,151,437</b>	<b>1,117,447</b>	<b>1,098,450</b>	<b>1,073,286</b>	<b>1,099,455</b>	<b>-1.1%</b>
Professional Activity	14,477	13,894	12,907	13,062	12,211	-4.2%
<i>Professionals</i>	<i>3,329</i>	<i>3,240</i>	<i>2,951</i>	<i>2,930</i>	<i>2,806</i>	<i>-4.2%</i>
<i>Young Professionals</i>	<i>11,148</i>	<i>10,654</i>	<i>9,956</i>	<i>10,132</i>	<i>9,405</i>	<i>-4.2%</i>
Amateur Activity	466,371	444,653	415,338	393,718	388,954	-4.4%
Youth and School Sector Activity	670,589	658,900	670,205	666,506	698,290	+1.0%
<b>Registered FIGC Staff</b>	<b>24,060</b>	<b>22,057</b>	<b>22,137</b>	<b>23,474</b>	<b>24,706</b>	<b>+0.7%</b>
Coaches	22,476	20,445	20,510	21,792	22,921	+0.5%
Athletic Trainers	244	289	327	340	368	+10.8%
Doctors	627	573	579	543	566	-2.5%
Health Professionals	713	750	721	799	851	+4.5%
<b>Referees</b>	<b>34,728</b>	<b>34,267</b>	<b>34,409</b>	<b>34,381</b>	<b>34,765</b>	<b>+0.0%</b>
National Technical Bodies	1,899	1,918	1,874	1,870	1,888	-0.1%
Regional and Sectional Technical Bodies	32,829	32,349	32,535	32,511	32,877	+0.0%
<b>Club Officials</b>	<b>132,163</b>	<b>185,396</b>	<b>207,410</b>	<b>240,996</b>	<b>235,676</b>	<b>+15.6%</b>
<b>TOTAL Registered Members</b>	<b>1,342,388</b>	<b>1,359,167</b>	<b>1,362,406</b>	<b>1,372,137</b>	<b>1,394,602</b>	<b>+1.0%</b>

OFFICIAL MATCHES



Football accounts for 25% of athletes, 23% of clubs and 30% of match officials registered with the 45 Italian Sports Federations. Italy is the fourth-largest European football system in terms of registered players (behind only Germany, England and France) and as regards affiliated teams (after Germany, England and Netherlands). Meanwhile, the country is second only to Germany in terms of its number of referees, in both the men's and the women's figures. Italy has one of the youngest groups of referees in Europe (47% are younger than 25) and continues to lead the way in Europe with the highest number of international match officials (36 in the 2014-15 season, during which time Italian referees and assistants were appointed 364 times for international matches, including those held abroad).

In correlation with the trends seen for registered players, the number of professional footballers in Italy has decreased slightly, from 14,477 in the

Football accounts for 25% of all athletes registered with the 45 Italian Sports Federations

2010-11 season to 12,211 in 2014-15. The number of people playing at amateur level has also decreased (466,371 to 388,954). However, the number of players involved in Youth and School Sector activities has increased significantly from 670,589 to 698,290.

With specific reference to the youth activity, the total number of registered youth players is 838,155 (making Italy the fourth-biggest football system in Europe from this perspective). This equates to nearly 10% of Italy's entire population of 5 to 19-year-olds. In some age brackets, the percentage of Italian youngsters registered with FIGC is even greater. For example, 20.3% of Italian youngsters between the ages of 5 and 16 are registered with FIGC, with the figure rising to 25.6% for 11 to 12-year-olds.

**20.3%**  
of Italian boys  
aged 5 to 16 are  
registered with FIGC

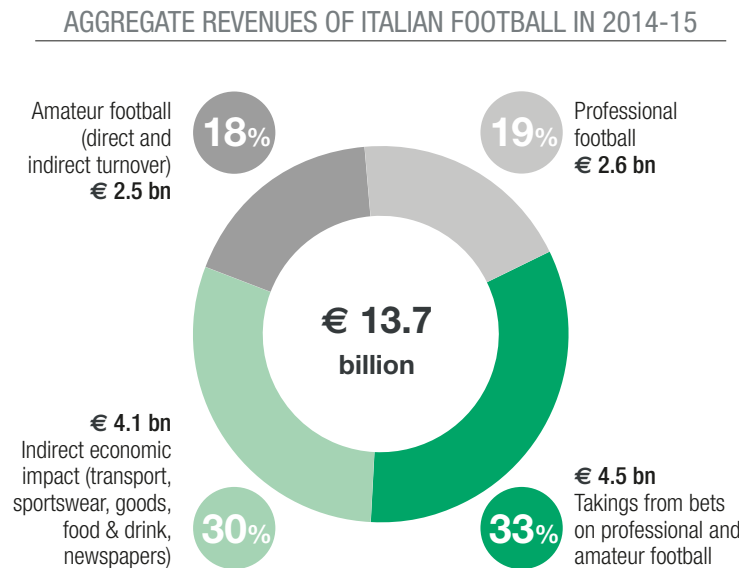
**0.3%**  
of Italian girls  
aged 5 to 16 are  
registered with FIGC

## ECONOMIC DIMENSION

In addition to football's importance as a sport, its social impact and the interest it garners within our country, the game also represents an increasingly important economic sector.

The overall revenues generated by Italian football - including professional and amateur activity, and related indirect economic impact - is estimated to be worth approximately **13.7 billion Euros**, a figure which has gone up by more than 50% in the last 10 years. When comparing this figure with a yearly ranking compiled by Mediocredito, in which the Italian bank lists the businesses with the highest

Considering the total turnover generated by football and related business, this sport is one of Italy's 10 largest industries



## TRENDS IN THE LAST 20 YEARS

**+2%**

Average annual GDP per capita growth in Italy

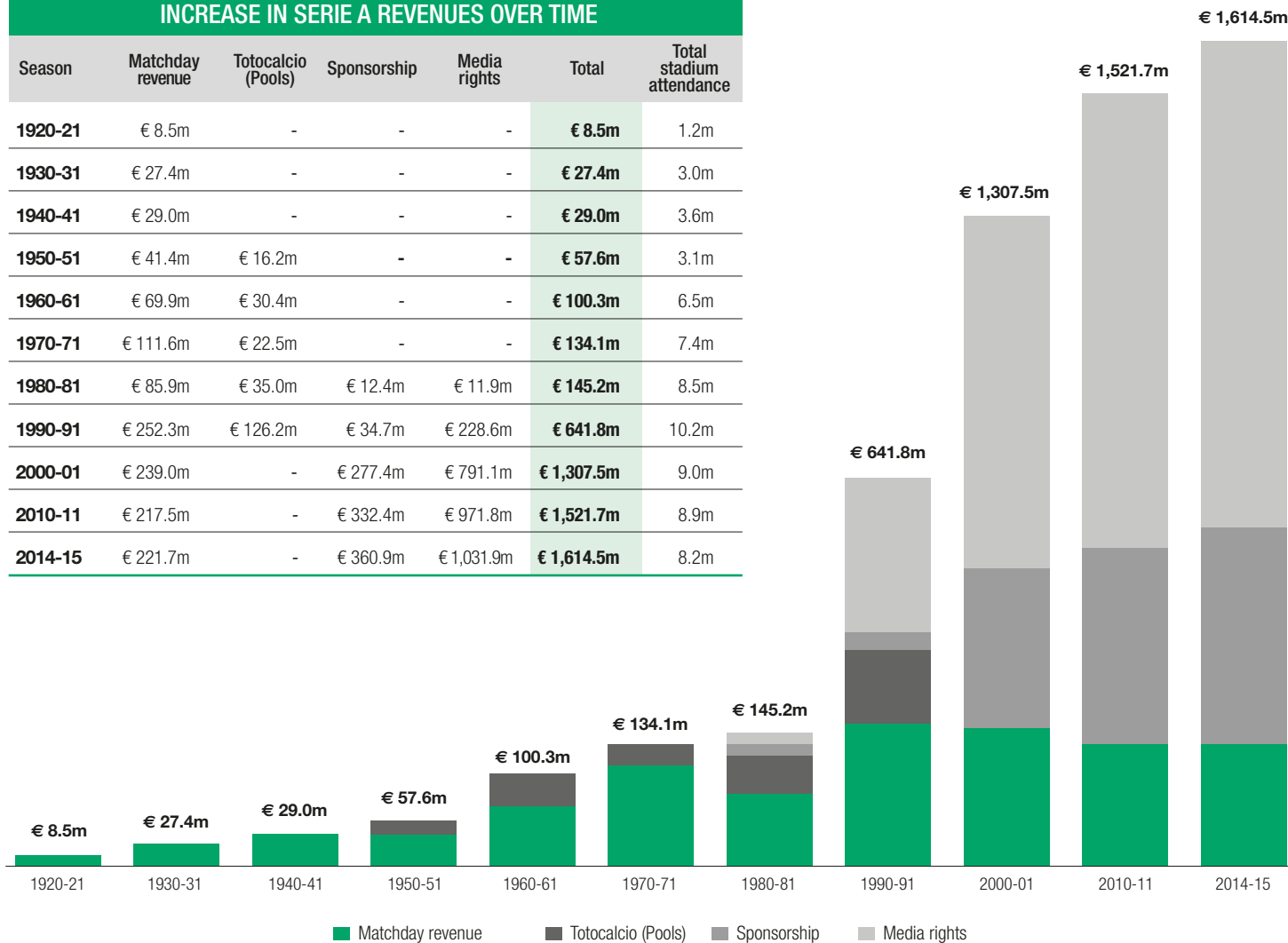
Average annual growth in Serie A revenues

**+6.1%**

turnover, Italian football features among the top ten industries in the country. Professional football is the most important sector in economic terms and it has registered extremely significant growth in recent years.

It is worth highlighting, for example, how much Serie A's aggregate revenues have grown. In the 1920-21 season, this figure stood at 8.5 million Euros (the first official figures, converted using indices from ISTAT) and reached **1.6 billion Euros (net of revenues related to the selling of the players) in the 2014-15 season**. Television and radio broadcast rights constitute the main growth driver and their contribution to the industry's turnover has increased steadily since the 1980s. Sponsorship has contributed more and more money over time, superseding the revenue generated from the sale of season and matchday tickets. The trend is opposite to the Italian economy. In the last 20 years, Serie A revenues have increased by 6.1% per year on average, during which time Italy's GDP growth rate has not surpassed 2%.

INCREASE IN SERIE A REVENUES OVER TIME						
Season	Matchday revenue	Totocalcio (Pools)	Sponsorship	Media rights	Total	Total stadium attendance
1920-21	€ 8.5m	-	-	-	€ 8.5m	1.2m
1930-31	€ 27.4m	-	-	-	€ 27.4m	3.0m
1940-41	€ 29.0m	-	-	-	€ 29.0m	3.6m
1950-51	€ 41.4m	€ 16.2m	-	-	€ 57.6m	3.1m
1960-61	€ 69.9m	€ 30.4m	-	-	€ 100.3m	6.5m
1970-71	€ 111.6m	€ 22.5m	-	-	€ 134.1m	7.4m
1980-81	€ 85.9m	€ 35.0m	€ 12.4m	€ 11.9m	€ 145.2m	8.5m
1990-91	€ 252.3m	€ 126.2m	€ 34.7m	€ 228.6m	€ 641.8m	10.2m
2000-01	€ 239.0m	-	€ 277.4m	€ 791.1m	€ 1,307.5m	9.0m
2010-11	€ 217.5m	-	€ 332.4m	€ 971.8m	€ 1,521.7m	8.9m
2014-15	€ 221.7m	-	€ 360.9m	€ 1,031.9m	€ 1,614.5m	8.2m



Between the 1920-21 and 2014-15 seasons, Serie A turnover (excluding revenues related to the selling of the players, contributions and other revenues) increased from 8.5 million to 1.614,5 billion Euros.

Radio and television rights were the main driver for growth, with the proportion of clubs' revenue deriving from this area increasing constantly since the 1980s.

The contribution of sponsorship deals has grown to supersede income from matchday and season ticket revenues.

**Methodological Note:**  
Some of the data on Serie A included here comes from Professor Nicola De Ianni's book on Italian football entitled "Il Calcio Italiano 1898-1981. Economia e Potere", Rubettino Università, Soveria Mannelli, 2015. Economic data for the 2010-11 to 2014-15 seasons comes from balance sheets while data for the 1920-21 to 2000-01 seasons come from the source cited above and is based, in part, on estimates. The amounts given also include changes in monetary value, calculated using the most recent available historic index, for the year 2014. Note that in compiling historic data, the impact of revenues related to the selling of the players, contributions and other revenues has not been included as data is unavailable for seasons prior to 2010-11.

In 2013, professional football in Italy yielded a contribution of

**€ 895.1 million**

## TAX AND SOCIAL SECURITY CONTRIBUTION

Another interesting aspect is the increasingly significant contribution made by Italian football to the nation's economic system. For example, in 2013 the professional football made a tax and social security contribution of 895.1 million Euros. If we also consider tax income from football betting, this figure rises to 1,020.6 million Euros, and if the tax contribution of FIGC as well as that of amateur and youth football is taken into account, it reaches **1,052.9 million Euros**.

When the figures for the last eight analysable years are aggregated, the total tax and social security contribution from Italian football (taking only the professional game into account) amounts to **more than 8 billion Euros**.

### AGGREGATE TAX AND SOCIAL SECURITY CONTRIBUTIONS FROM ITALIAN FOOTBALL IN 2013

Sector	Total contribution
Professional football	€ 895.1m
Football betting	€ 125.5m
FIGC	€ 7.6m
Amateur and Youth football	€ 24.7m
<b>Total</b>	<b>€ 1,052.9m</b>

The data refers to the 2013 tax year, coinciding with the 2013-14 football season. The figure relating to amateur and youth football is net of social security contributions.

## INTEREST, MEDIA AND COMMERCIAL PROFILE

- ▶ 32 million Italians support a football team
- ▶ Italy is the European country with the highest percentage of people following sport (86%) and 81% of Italians say they are interested in football
- ▶ 74.7% of Italians say they have an interest in the National Team, with 84.4% saying they regularly watch the "Azzurri" matches on TV
- ▶ 38.5 million tickets to football games are sold every year, a figure which comprises professional football matches, Italian National Team games, and European competitions played in Italy
- ▶ Per head, Italians spend an average of 8 hours per week talking about football, more than any other country in Europe
- ▶ Football alone accounts for 74% of takings from sports betting (4.5 billion Euros)



- ▶ Every year, 20,000 articles related to football are written in national newspapers and magazines (amounting to 27% of all of those written on Italian sport), comprising a total 70 million typings. In one year, football was broadcast on Italian TV for more than 1,250 hours. Cycling was the second most broadcast sport, but was shown for no more than 90 hours
- ▶ Since Auditel began gathering Italian television audience figures, the most watched broadcast was the 1990 World Cup semi-final between Italy and Argentina, on 3 July. 27,537,000 people tuned in, amounting to an audience share of 87.25%. All 45 of the most-watched TV broadcasts in Italy have been football matches, 42 of which featured the National Team
- ▶ In 2015, matches played by the Italian A National Team garnered 3.2 million Euros on average in revenue from TV rights. The total number of viewers worldwide of the A National Team and Under 21 National Team matches in 2015 reached 1.1 billion





DECREASE IN CO<sub>2</sub> EMISSIONS  
2013-2015

**-26%**

PERCENTAGE OF WOMEN  
IN THE WORKFORCE

**44%**

FIGC EMPLOYEES  
AND COLLABORATORS IN 2015

**476**

# Capital management

# 02

The various forms of capital used by FIGC include Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship Capitals

FIGC Integrated Report 2015

INVESTMENTS IN FIGC STRUCTURES IN 2015

NET RESULT 2015

REVENUES 2015

€ 1.2<sub>m</sub>

€ 4.0<sub>m</sub>

€ 153.5<sub>m</sub>

The data from FIGC financial reports in recent years confirm the organisation's efficient management

Like all complex organisations, FIGC uses various forms of capital to carry out its activities. Using the classification system proposed by the Integrated Reporting Framework as a point of reference, adapted to the context of the Association, we can summarise that the following forms of capital are used by FIGC within the context of its operations.



**Financial Capital**, understood as the composition of financial resources available and that the Association generates through its work to support its activities.



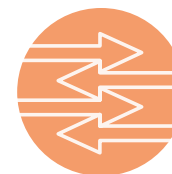
**Real Assets and Natural Capital**, represented in particular by FIGC's material assets (the Federal Technical Centre in Coverciano, FIGC's headquarters and its central and territorial offices). As FIGC has no physical assets that could constitute Natural Capital in the strictest sense of the word, in this case the effect that the Association's management policies could have on the environment (for example through energy consumption and choices of personal mobility solutions) was taken into account.



**Human Capital**, which constitutes the body of individual people, employees and collaborators who, with their professional skill sets, constitute the driving force of FIGC operations.



**Intellectual and Organisational Capital**, understood as the body of intangible (such as the FIGC brand) and acquired assets (for example ICT systems) or produced internally (referring to the organisational structure and available expertise, together with internal rules governing the organisation's operations and the rules and standards governing the football system); this type of capital also includes the "National Teams" asset, understood as the intrinsic value of the individual teams.



**Social and Relationship Capital**, understood as the body of existing relationships with stakeholders of the Association.

## FINANCIAL CAPITAL

FIGC is a non-profit organisation and management is oriented towards the pursuit of effectiveness and efficiency in resource management. The Association pursues its mission through funding from three main categories of sources: CONI contributions, contributions from members, and asset management activities (TV rights, sponsorships). The Association's ability to generate new revenue autonomously, ensuring it has the necessary resources to carry out its mission effectively and manage itself in a cost-effective way, is necessary to supplement the contributions it receives, which, alone, would not make ordinary management possible. The data from 2015 demonstrates the organisation's ability to manage itself efficiently, also considering that in "odd" years it does not participate in any major events (European Championships or World Cups involving the Men's A National Team).



SUMMARY OF BALANCE SHEET			
	2013	2014	2015
Intangible Fixed Assets	591	814	569
Tangible Fixed Assets	1,109	1,112	976
Long-term Financial Assets	32,622	37,601	37,601
<b>Total Fixed Assets</b>	<b>34,322</b>	<b>39,527</b>	<b>39,146</b>
Receivables	28,568	24,074	51,164
Cash and other liquid assets	74,024	67,839	48,682
<b>Current assets</b>	<b>102,592</b>	<b>91,913</b>	<b>99,845</b>
<b>Accrued Income and Pre-Paid Expenses</b>	<b>2,943</b>	<b>2,432</b>	<b>2,975</b>
<b>TOTAL ASSETS</b>	<b>139,857</b>	<b>133,872</b>	<b>141,966</b>
<b>Equity</b>	<b>34,072</b>	<b>36,857</b>	<b>40,866</b>
<b>Provisions for Contingent Liabilities</b>	<b>20,893</b>	<b>21,668</b>	<b>24,664</b>
<b>Bounded funds</b>	<b>592</b>	<b>641</b>	<b>697</b>
<b>Employees' Leaving Indemnity</b>	<b>2,544</b>	<b>2,938</b>	<b>3,098</b>
<b>Payables</b>	<b>72,067</b>	<b>64,106</b>	<b>62,487</b>
<b>Accrued Liabilities and Deferred Income</b>	<b>9,689</b>	<b>7,662</b>	<b>10,155</b>
<b>TOTAL LIABILITIES</b>	<b>139,857</b>	<b>133,872</b>	<b>141,966</b>

SUMMARY PROFIT AND LOSS ACCOUNT			
	2013	2014	2015
Contributions, membership fees, revenues	173,727	169,857	153,467
<b>Operating Revenues</b>	<b>173,727</b>	<b>169,857</b>	<b>153,467</b>
Olympic Training /National Teams	67,388	51,776	34,925
Match officials	45,407	46,416	44,145
Organisation of International Sports Events	273	145	371
Organisation of National Sports Events (excl. National Teams)	2,945	3,584	2,841
International bodies	0	0	0
Training, Research and Documentation	6,256	6,219	5,875
Sports Promotion	4,930	5,001	4,308
Sports Activity Related Transfers	4,443	4,339	5,003
Sports Facility Management	95	94	20
<b>Cost of sports activities</b>	<b>131,738</b>	<b>117,574</b>	<b>97,487</b>
Labour Costs	14,722	17,342	16,372
Overheads	20,560	19,665	17,818
<b>Functioning Costs</b>	<b>35,282</b>	<b>37,007</b>	<b>34,190</b>
Depreciation and Amortisation	6,405	4,548	6,157
Other operating expenses	0	341	212
<b>Operating costs</b>	<b>173,425</b>	<b>159,469</b>	<b>138,046</b>
<b>Financial and Extraordinary Income / Charges</b>	<b>4,364</b>	<b>21</b>	<b>1,852</b>
<b>Pre-Tax Result</b>	<b>4,666</b>	<b>10,409</b>	<b>17,273</b>
<b>Taxes and Dues</b>	<b>3,596</b>	<b>7,625</b>	<b>13,264</b>
<b>Net Result</b>	<b>1,071</b>	<b>2,784</b>	<b>4,009</b>

Figures in thousands of Euros. The financial statements may be consulted in the "Transparency section" of the figc.it website

## OPERATING REVENUES

OPERATING REVENUES BY CATEGORY			
	2013*	2014**	2015
CONI contributions for sports activities	62,542	62,542	40,134
Other CONI contributions (including Human Resources)	6,177	6,387	6,344
Membership fees	19,375	15,158	20,274
Revenues from International Events	46,525	40,538	40,546
Contributions from State, Regions and Local Authorities	35	7	456
Commercial revenue from advertising and sponsorships	35,429	42,128	40,286
Other revenues	3,645	3,098	5,427
<b>Operating revenues</b>	<b>173,727</b>	<b>169,857</b>	<b>153,467</b>

Figures in thousands of Euros

\* Participation of the A National Team in the FIFA Confederations Cup

\*\* Participation of the A National Team in the FIFA World Cup

## COSTS AND STRATEGIC INVESTMENTS

The classification of the items of expenditure for 2015 can be useful to provide a “cross-cutting” overview of the Integrated Report. The macro categories of costs are as follows:

**€97.5m**

The cost of sports activities

of which 45% (44.1 million Euros) represents costs incurred for Match Officials, 36% (34.9 million Euros) represents costs for Olympic Training/National Teams, and the remaining 19% (18.5 million Euros) represents other types of costs (organising sports events, training, research, sport promotion, etc.)

**€34.2m**

Functioning costs

of which 52% (17.8 million Euros) represents general costs and 48% (16.4 million Euros) represents labour costs

The items of expenditure indicated are those which, in the 2015 financial year, were necessary to create value from the activities which, in the rest of the Integrated Report, are outlined in chapter 3 (FIGC Activities and Initiatives) and subdivided into various sections (Efficiency and internal organisation, Sports activities and Strategic projects).

### DECREASE IN CONI CONTRIBUTIONS FOR SPORTS AND OPERATIONAL ACTIVITIES:

**-35%** on the three previous financial years (2014, 2013 and 2012) and

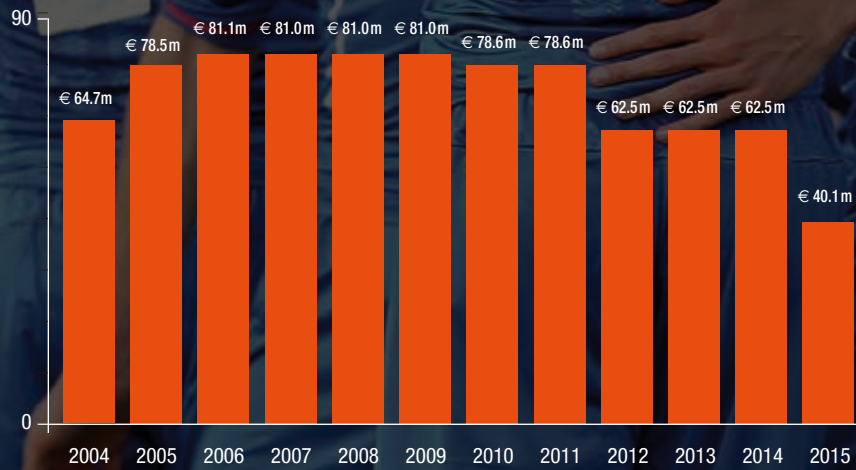
**-50%** on the 2011 financial year

## SUMMARY OF ECONOMIC AND FINANCIAL RESULTS

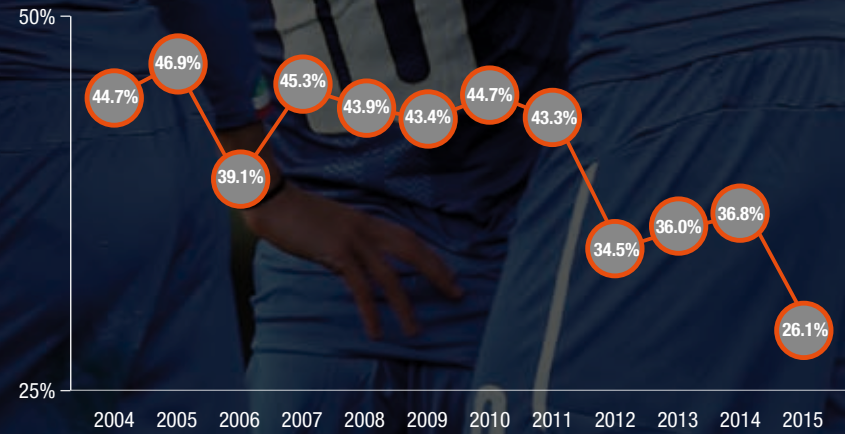
### DECREASE IN CONI CONTRIBUTIONS

The FIGC financial framework for 2015 was characterised by a decrease in CONI (Italian Olympic Committee) contributions for sports and operational activities, which went from **62.5 million Euros in 2014 to 40.1 million Euros**, a reduction of over 35% on the three previous financial years and of approximately 50% on the 2011 financial year. The tables shown on the next page summarise the recent trend in contributions paid by CONI to FIGC and in the ratio between contributions from CONI and the total operating revenues of FIGC.

TREND IN CONTRIBUTIONS PAID BY CONI TO THE FIGC FOR SPORTS ACTIVITIES



TREND OF IMPACT OF CONI CONTRIBUTIONS FOR SPORTS ACTIVITIES ON FIGC OPERATING REVENUES



Checks carried out on the budgets of the various cost centres, as well as the development of a policy for increasing FIGC's commercial potential, made it possible to obtain excellent results

These trends prompted FIGC to carry out careful and detailed analyses along with timely checks, in order to reduce the impact of the decrease of **22.5 million Euros** on its budget for 2015 as far as possible. This was particularly important for finalising the resources provided by CONI, in order to ensure that institutional commitments aimed at promoting the game of football could be carried out. These include consolidating and increasing the activities of the **17 National Teams (3 more than in 2014)**, the Youth and School Sector and the Technical Sector, as well as the correct functioning of the organisational structure by maintaining high standards in the services provided. A series of targeted initiatives were launched and had a positive effect, as is clear from the data in the 2015 financial statements.

The revision of FIGC's regulations and internal processes led to new managerial-organisational procedures being drawn up and the new Administration and Accounting Regulations, approved by the Executive Committee at its meeting of 27 April 2015, came into force. The checks carried out on the budgets of the various cost centres, along with the development of a policy for increasing FIGC's commercial potential, made it possible to obtain excellent results. More specifically, the forecast budget for 2015 was improved, with regard to both **Operating Revenues, which were increased by 13.8 million Euros, and Operating Costs, which were reduced by over 2.7 million Euros.**

These data also include variations over the financial year caused by increased costs under the agreement with the Italian Players' Union (+ 1.75 million Euros), **increased referee costs (+1.37 million)**, the adjustment of taxes for the period (+ 4.2 million) and provisions for future risks and charges (+ 4.2 million).

#### ANALYSIS OF THE RESULTS

In the analysis comparing the figures with those from the 2014 financial report, it should be borne in mind that in the previous financial year FIGC benefitted not only from 22.5 million Euros more in contributions from CONI, as mentioned above, but also from **revenues of over 2.2 million Euros from the final stages of the FIFA World Cup** in Brazil and payments from agreements signed with Lega Serie B and Lega Pro for a total of 10.2 million Euros. For an operational analysis, the comparison with data from the 2014 financial report should be made excluding the three macrofactors indicated above.

In a like-for-like comparison, **Operating Revenues increased by approximately 15 million Euros**, above all as a result of maximising the potential of matches involving the National Teams, income from sanctions applied by the Sports Justice Bodies, increased revenue from registration/membership fees and, in general, the Association's new strategic programmes. On the costs side of things, again in a like-for-like comparison, **there was a decrease of 3.8 million Euros on 2014 and 12.4 million Euros on 2013.**



Looking at the areas in which FIGC practised the greatest cost-efficiency, there was a decrease of over 20% in costs relating to the Association's participation in international sports events and of 10% in overheads.

The financial year which ended on 31 December 2015 closed with a total Operating Revenues of 153.5 million Euros, Costs of sports activities of 97.5 million Euros, and Functioning costs of 34.2 million Euros, resulting in a **EBITDA of 21.8 million Euros compared to 15.3 million in 2014 and 6.7 million in 2013**. In percentage terms, there was a significant increase of 42.5% on 2014 and 224.9% on 2013.

The Operating Result, equal to **15.4 million Euros (10.5 million in 2014 and 0.3 million in 2013)** absorbed amortisation and depreciation of 0.7 million Euros, provisions for contingent liabilities of 5.4 million Euros and other operating expenses of 0.2 million Euros. **Pre-Tax Result was 17.3 million Euros (10.4 million in 2014 and 4.7 million in 2013)**, and 1.8 million Euros of this was from net extraordinary items, the main ones including the amount recovered from the ISTAT re-evaluation of the contract with technical sponsor PUMA for 2013 and 2014 (+0.9 million Euros), the removal of sums previously allocated for contingent liabilities in previous years (+0.35 million Euros), and the recovery of Ires and Irap taxes for the tax years from 2004 to 2008 (+ 0.2 million Euros).

Bearing this in mind along with the taxes for the period, equal to 13.3

million Euros (influenced by the significant increase in the commercial management result), **the Net Result for 2015 was 4.0 million Euros (the highest recorded since 2008)**.

From a financial point of view, there was **an increase of the equity to 40.9 million Euros**, with an increase in current assets of approximately 8 million Euros and a **decrease in Debts of approximately 1.6 million Euros**.

## REAL ASSETS AND NATURAL CAPITAL

The management of real estate assets is entrusted to Federcalcio Servizi Srl, a company that is a wholly-owned subsidiary of FIGC. In developing the business model, the impact on the environment and the socio-economic impact were taken into account with a view to increasing management efficiency. The real estate assets are mainly made up of the Federal Technical Centre in Coverciano and the Association's registered offices.

### 2015 REAL ESTATE STRATEGY

In 2015, having strengthened its relations with the Association, Federcalcio Servizi Srl began drafting an overview of problems in the management of real estate assets, with a view to finding more efficient management strategies.



# +44%

Increase in the Net Result  
between 2014 and 2015





FIGC has always paid close attention to policies aimed at increasing environmental sustainability

In particular, with regard to the Federal Technical Centre in Coverciano, a new strategic plan was drawn up with the aim of developing the sports facilities of the centre, re-organising services and streamlining management costs. With regard to the Federal Technical Centre in Coverciano, in 2015 the Association **improved the efficiency of services** purchased from external suppliers, providing technical support to FIGC in investments (installing the new synthetic turf for pitch no. 2), and managing the damage caused by the heavy rain in August 2015. In the same year, FIGC offices in Rome were subject to a number of **refurbishment and modernisation** works.

Finally, structural works for the 2016-17 period were planned, which are described in greater detail in the chapter on FIGC Activities and Initiatives, and a process of analysis and research into the various buildings housing the Association's offices and the sports facilities belonging to Federcalcio Servizi S.r.l. was launched, with the aim of **streamlining the Association's assets** and, where possible, maximizing commercial potential.

## RAISING ENVIRONMENTAL AWARENESS

- > In 2015, FIGC employed an **environmental consultant**, an expert on environmental protection and relevant regulations, and started using a system of audio-video conferences at its offices in Via Po in Rome, with a view to cutting down on the time and cost of journeys and transfers, significantly reducing emissions.
- > Over the course of the year, the Federal Technical Centre in Coverciano **completed construction work on the new well**, to be used for irrigation purposes for the sports facilities, providing the water needed to irrigate the grass and sports fields, subsequently saving money and increasing environmental sustainability.
- > When it comes to saving water, it should be noted that all the sports fields are fitted with **an automatic control unit and rain sensors** which guarantee the automated and well-balanced management of irrigation cycles, using on-the-spot evaluations of climactic needs. Since 2015 the Association has also monitored the meteorological station at the Centre, enabling ongoing analysis of the climatic conditions the sports fields are exposed to. Finally, over the course of the year, the **air conditioning units** used in the Aula Magna of the Federal Technical Centre were replaced with state-of-the-art equipment that increases energy efficiency significantly, greatly reducing the impact of greenhouse gases in the atmosphere, and notably decreasing the acoustic impact and noise pollution.

€ 1.2m

FIGC's overall investment in modernising its main real estate assets (Federal Technical Centre in Coverciano and FIGC offices in Rome)

## POLICIES FOR CONTAINING THE ENVIRONMENTAL IMPACT DUE TO INFORMATION & COMMUNICATION TECHNOLOGY

With regard to policies for purchasing and using ICT tools, as well as contracting out services such as the supply of electronic devices, FIGC requires contractors to hold an EPA Energy Star Certificate. To contract out the operational leasing of printers and multifunctional devices, the Association's minimum requirement is that contractors can certify their respect of thresholds for TVOC, ozone, dust and dangerous substance emissions in accordance with European RoHS (Restriction of Hazardous Substances) legislation.

As part of the project for developing the FIGC DataCenter, it was decided to adopt virtualised architecture, thereby enabling the Association to reduce costs associated with ICT systems through their optimization, by leveraging on virtualization technologies benefits.

The following measures were adopted to improve environmental sustainability in ICT terms:

- 1 > Dematerialisation: generation and transmission of official documents in electronic as opposed to paper form (lists of releases, bank statements, lists of player registrations, lists of FIGC members' cards, etc.).

- 2 > Introduction of the "Gerico" procedure system for requesting reimbursements online for the services of executives and collaborators, encouraging the dematerialisation of the relevant forms and enabling the management and control processes of a platform based on digital approval workflows
- 3 > Adoption of the digital protocol and document archiving system, allowing the Association to further reduce the amount of paper documents being archived
- 4 > Setting FIGC printers to print two-sided documents in black and white as opposed to colour (unless this is essential for understanding the content of the document).

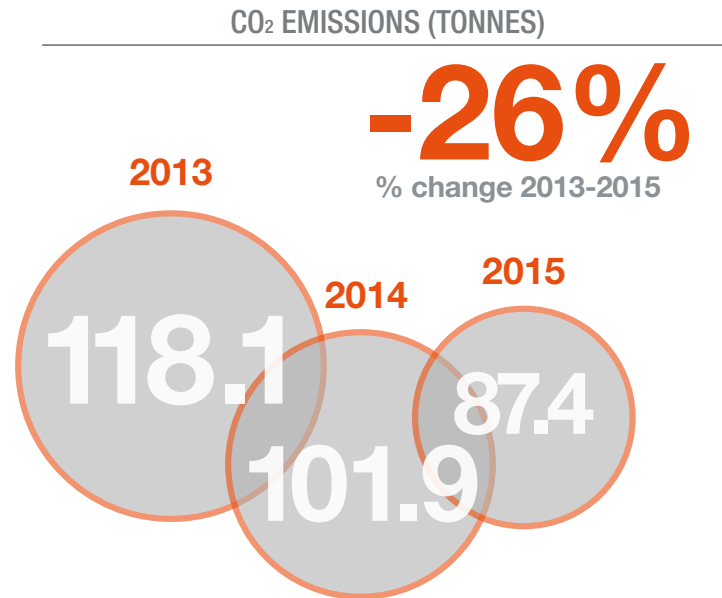


**Dematerialisation:**  
the generation and transmission of official documents in electronic as opposed to paper form, with the introduction of an online management system for requesting reimbursements

Following the introduction of policies adopted by FIGC to increase efficiency, there was a significant reduction in consumption and related emissions

### ENERGY CONSUMPTION

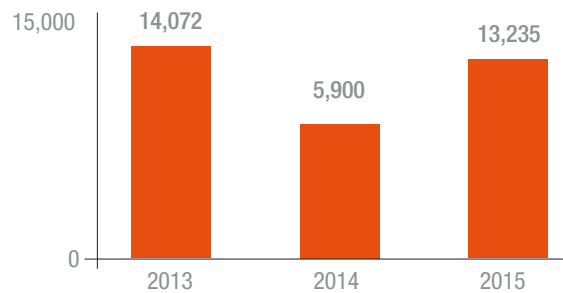
Below is the trend in energy, water and gas consumption at FIGC offices in Rome and the Federal Technical Centre in Coverciano, together with the relative emissions.



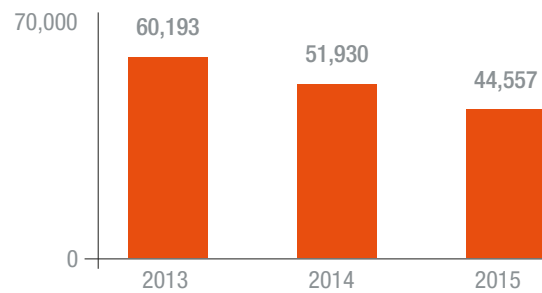
### HUMAN CAPITAL

Human capital within FIGC is managed by the Human Resources department on the basis of the principles of fairness and integrity, with the aim of maintaining and developing relationships built on trust and collaboration and inspired by mutual respect. Since 2008, the number of employees has increased as a result of the conversion of non-standard contracts to permanent ones, new hirings and the transfer of staff from Coni Servizi to FIGC. In 2015, the Human Resources department carried out management and administrative processes for **476 workers** (between employees and collaborators). The reorganisation process launched by the top management in 2015 led to the establishment of a new human capital development model which strikes a balance between hiring staff from outside the Association and maximising the potential existing staff members with suitable qualifications.

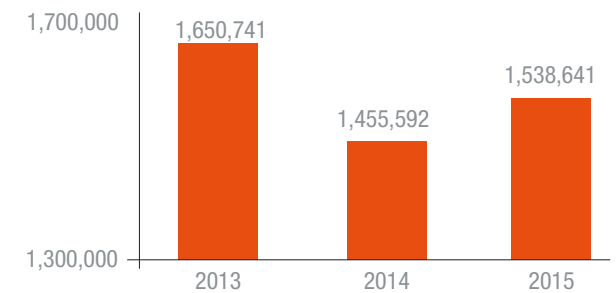
WATER CONSUMPTION (M<sup>3</sup>)



GAS CONSUMPTION (M<sup>3</sup>)



ELECTRICITY CONSUMPTION (KWH)



## FIGC HUMAN CAPITAL IN FIGURES

**230** Total number of employees



**246** Total number of collaborators



**476**

Total number of employees and collaborators

FIGC EMPLOYEES 2015	NUMBER	%
Women	102	44%
Men	128	56%
<b>TOTAL</b>	<b>230</b>	<b>100%</b>

TYPE & CATEGORY OF EMPLOYEES	Executives	Senior Managers	Managers	Skilled workers	White collars	Operators	TOTAL
Women	1	7	3	22	64	5	<b>102</b>
Men	2	10	13	33	57	13	<b>128</b>
<b>TOTAL</b>	<b>3</b>	<b>17</b>	<b>16</b>	<b>55</b>	<b>121</b>	<b>18</b>	<b>230</b>

Age	LEVEL OF EDUCATION				TOTAL
	Lower secondary School	Secondary School Diploma	3-year degree	5-year degree	
Under 30	-	2	1	2	<b>5</b>
Between 30 and 39	-	17	4	29	<b>50</b>
Between 40 and 49	8	37	2	38	<b>85</b>
Over 50	8	64	-	18	<b>90</b>
<b>TOTAL</b>	<b>16</b>	<b>120</b>	<b>7</b>	<b>87</b>	<b>230</b>

FIGC COLLABORATORS 2015	2015*	2015 Full**
National Teams staff (coaches, scouts, healthcare professionals)	73	145
Referees, coaching bodies, AIA coaching staff	147	150
Other	26	31
<b>TOTAL</b>	<b>246</b>	<b>326</b>

\* Only includes contractors who receive pay slips (no professional or occasional contracts)

\*\* Also includes professional engagements linked to the area of activity managed by FIGC Human Resources Office

INTERNSHIPS 2015	TOTAL
Roma Capitale	8
Università del Sacro Cuore	1
Università di San Marino	3
<b>TOTAL</b>	<b>12</b>

ACTIVE INTERNSHIPS AS AT 31/12/2015	TOTAL
Women	2
Men	9
<b>TOTAL</b>	<b>11</b>

Age	HIRINGS 2015		SEPARATIONS 2015		TURNOVER-RATE % 2015		TURNOVER-RATE % 2015
	Women	Men	Women	Men	Women	Men	TOTAL
Under 30	1	1	-	-	-	-	-
Between 30 and 39	-	5	2	1	0,09	0,04	0,12
Between 40 and 49	3	3	-	-	-	-	-
Over 50	2	1	3	6	0,08	0,12	0,2
<b>TOTAL NO. OF EMPLOYEES</b>	<b>6</b>	<b>10</b>	<b>5</b>	<b>7</b>	<b>0,16</b>	<b>0,16</b>	<b>0,32</b>

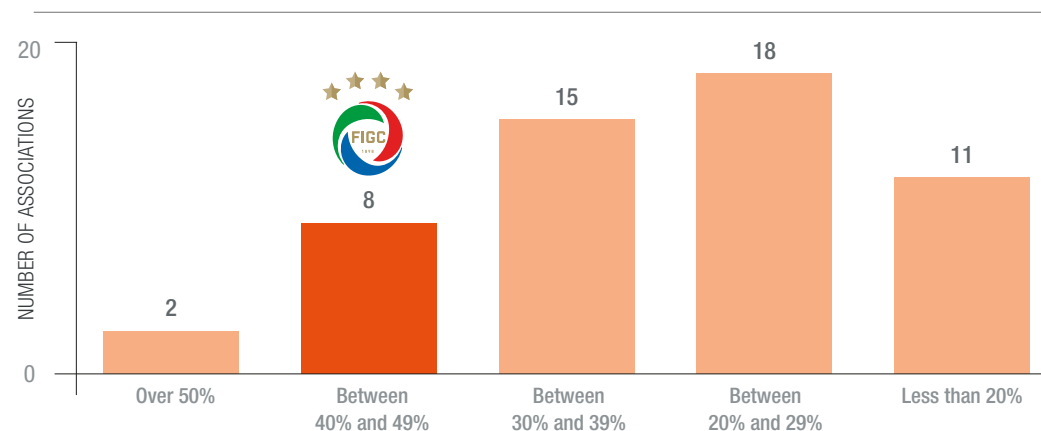
Over the course of 2015, a programme was launched aimed at enhancing the Association's structure by hiring young people with international profiles and specialised skills. These people were hired with transparency guaranteed by the new "Administrative Procedure for Hiring Staff".

## MANAGEMENT OF HUMAN CAPITAL

- Equal opportunities
- Balance between personal and professional life
- Disabled and protected categories
- Training and updating courses
- Courses on safety and security
- Reward system
- Welfare
- New procedure for hiring staff
- Plan for using up annual leave
- Launch of online CV application process
- Implementation of human resources management system
- Activation of the procedure for certifying contract models and simplifying contract types

Executives and managers positions are equally divided in percentage terms between the two genders, in line with the percentage ratio between men and women. From this point of view, internationally speaking FIGC represents a benchmark today with regard to the number of female workers it employs (**44%** across its entire workforce), giving it the fourth highest percentage of women in Europe and the sixth highest in absolute terms.

PROPORTION OF TOTAL NUMBER OF WOMEN EMPLOYEES  
54 UEFA-AFFILIATED ASSOCIATIONS 2014-2015



PERCENTAGE OF WOMEN EMPLOYEES  
TOP 10 EUROPEAN FOOTBALL ASSOCIATIONS 2014-2015

Association	Male employees	Female employees	Total number of employees	Percentage of women
Italy	128	102	230	44%
Scotland	90	64	154	42%
Netherlands	300	200	500	40%
France	171	104	275	38%
Germany	183	103	286	36%
Russia	95	53	148	36%
England	555	269	824	33%
Portugal	84	38	122	31%
Spain	150	50	200	25%
Turkey	367	113	480	24%
<b>Average of the Top 10 UEFA Associations</b>	<b>212</b>	<b>110</b>	<b>322</b>	<b>35%</b>
<b>Average of the other 44 UEFA Associations</b>	<b>65</b>	<b>22</b>	<b>87</b>	<b>25%</b>
<b>Average of all 54 UEFA Associations</b>	<b>92</b>	<b>38</b>	<b>130</b>	<b>29%</b>

## INTELLECTUAL AND ORGANISATIONAL CAPITAL

This is one of the two main types of intangible value asset - the other being Social and Relationship Capital - used and managed by figc.it is one of the primary contributors to the Association's ability to create value and values over time. For FIGC, it represents the body of "*intellectual material that has been formalised, captured, and leveraged to produce a higher value asset*" (definition by Klein Prusak). It therefore makes a distinction between the pure value of the intellectual potential of those who make up the organisation and operate within it, and the organised product, set in a functional way and "packaged" (*captured*, according to Prusak) into something useful and organised, designed to fulfil an objective and be applied to do something which, if the capital were to remain available in a disorganised fashion, would not be possible.

The main forms of Intellectual and Organisational Capital available to and used by FIGC are:

- ▶ **FIGC's organisational structure and rules of operation**, recently subject to significant revisions, updates and formalisation, enabling more efficient management of the FIGC "machine".
- ▶ **The expertise** that constitutes the wealth of FIGC's collective knowledge, made available for use and used via the Association's ICT tools and systems.

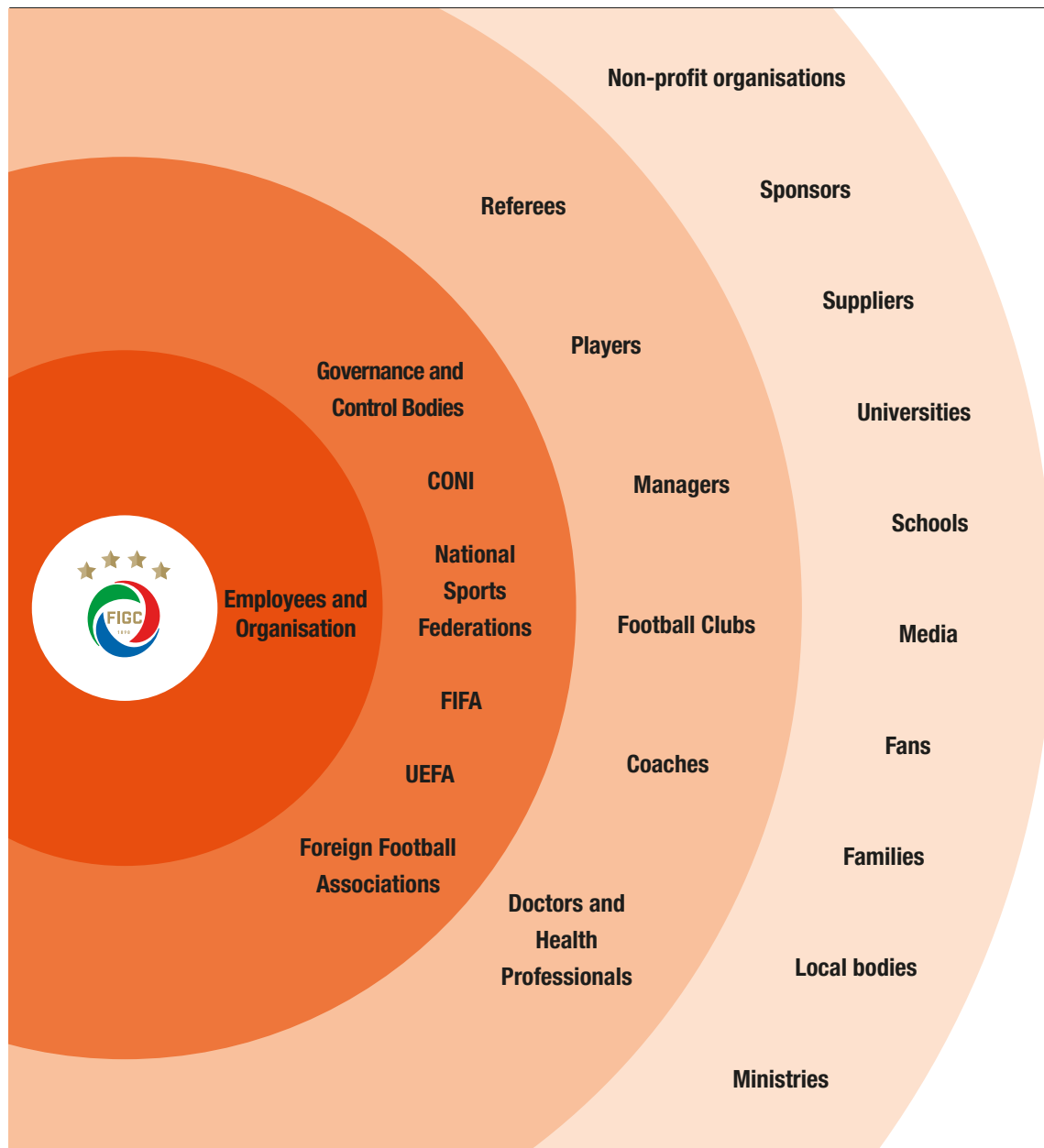
- ▶ The **systems and tools** that are designed and implemented to support FIGC's operations and its processes for creating value (internal management, external relations, etc.).
- ▶ **The FIGC brand**, used and promoted not only in developing activities locally, but also drawing up agreements with sponsors, commercial partners and the media. Its value is influenced by the work of FIGC's management and the staff quality as recognised by third parties, sporting results and its inclusiveness in relations with key stakeholders.
- ▶ **National Teams**, understood as the teams which - regardless of the players, coaches and support staff - represent the value and values embodied by the "maglia azzurra", the Italian National Teams jersey.

The National Teams represent the value and values embodied by the Italy jersey



These forms of capital are presented in this Integrated Report as follows:

FORMS OF CAPITAL	REFERENCES
<b>Organisational structure and rules of operation</b>	Mission, governance and organisational structure
	Efficiency and internal organisation
<b>Expertise, ICT systems and tools</b>	Strategic projects
<b>FIGC brand</b>	Capital management
	Strategic projects
<b>National Teams</b>	Sports activities
	Strategic projects



FIGC's reputation is one of the qualitative results of the way it uses its Social and Relationship Capital

### SOCIAL AND RELATIONSHIP CAPITAL

For FIGC, Social and Relationship Capital - the second main type of intangible value asset together with Intellectual and Organisational Capital - is the totality of exchanges and relations the Association is able to have with stakeholders in the context it operates in, as well as its ability to exert a level of influence both directly and indirectly.

FIGC's reputation is one of the qualitative results of the way it uses its Social and Relationship Capital and is directly linked to the various stakeholders the Association works with.

The stakeholders - shown in the image to the left according to their proximity to FIGC - are individual persons (fans, employees, referees, doctors, coaches, etc.), complex bodies and organisations (other football associations, sports federations, ministries, football clubs, suppliers, sponsors, etc.), and other "systems" (the media, schools, football fandom, etc.).



The forms of Social and Relationship Capital used and managed by FIGC and in which the Association invests can be easily identified and feature greatly in the Integrated Report from this point forward. These forms of capital are represented in this Integrated Report as follows:

FORMS OF CAPITAL	REFERENCES
<b>Relationships with Bodies and Institutions</b>	Mission, governance and organisational structure
	Efficiency and internal organisation
	Sports activities
	Strategic projects
<b>Relationships on a local level</b>	Strategic projects
<b>Relationships with international bodies</b>	Mission, governance and organisational structure
	Strategic projects
<b>Relationship between FIGC and its Bodies, Teams, registered members and families</b>	Mission, governance and organisational structure
	Efficiency and internal organisation
	Sports activities
	Strategic projects





FIGC LOCAL DEVELOPMENT CENTRES  
THAT WILL BE OPENED BY 2019

OFFICIAL FIGC-PUMA MERCHANDISE SALES  
OUTSIDE OF ITALY IN 2015

FIGC REVENUES FROM ADVERTISING  
AND SPONSORSHIP IN 2015

**200**

**82%**

**€ 40.3m**

# FIGC Activities and Initiatives

# 03

Efficiency and internal organisation, sports activity, and strategic development projects

FIGC Integrated Report 2015

AVERAGE TV AUDIENCE FOR MEN'S  
A NATIONAL TEAM MATCHES IN 2015

**6.7m**

OFFICIAL MATCHES PLAYED BY  
ITALIAN NATIONAL TEAMS IN 2015

**177**

NUMBER OF NATIONAL TEAMS  
MANAGED BY FIGC

**17**

## 3.1 Efficiency and internal organisation

### CORPORATE REORGANISATION

The internal reorganisation process, a task carried out by FIGC top management starting in August 2014 since its establishment, was concretised in February 2015 with the presentation of the new organisation and function chart.

#### DUE DILIGENCE PROCESS

The corporate reorganisation process was developed according to guidelines that included the most significant points raised during the [Due Diligence operation conducted at the end of 2014](#). The assessment was carried out by an independent consultancy firm and was geared towards improving the efficiency of FIGC's organisational system and to alleviate risks pertaining to corporate management.

The process brought about the [establishment of new Areas](#) with the objective of increasing the effective capacity of steering, coordination and control by top management. The primary objective was to separate political and institutional activities from management and operational ones.

Functional reporting to the Directorate-General was reduced to ease communication and internal efficiency. Many interconnected and interrelated functions were consolidated into Areas.

### INTRODUCTION OF THE COMPETITIONS AREA

One of the main innovations was the creation of the Competitions Area, in charge of the planning and organisation of the matches of the National Teams ([177 matches played in 2015](#)) and sports events assigned to FIGC (UEFA men's and women's Champions League finals, UEFA EURO 2020, other international events). Other tasks include selecting competition venues, preparing stadia, organising ticket sales, managing protocol, safety and security, and coordinating promotional activity.

### INTERNAL AUDITING AND RISK ASSESSMENT

[The Internal Auditing function was also set up](#) as part of the corporate reorganisation process (FIGC is the only Italian Sport Federation to have introduced such a function).

One of the main new features is the Competitions Area, in which the planning and management of events of the National Teams take place

This aims to apply procedures correctly, identify risk areas and propose appropriate corrective actions. The [Risk Assessment activity was launched](#) in parallel, and involves identifying risks related to FIGC's main processes and operations. Through 2016, processes will continue to be mapped out, together with risks and related activities identified. The Audit Plan and the management of relevant audit activity will also be implemented.

Another change sees the Legal Area's competence extended to cover and guarantee FIGC compliance as well, and the creation of the Operations and Services Area, into which all operational activities, including those of the [newly established Central Purchasing Office, were channelled to improve planning and efficiency](#). There are also regular team meetings held, bringing together representatives of different FIGC functions with the aim of improving collective management and exchanging information. Quarterly Management Reports have also been introduced, and the Annual Management Report 2015 has been finalised (it can be downloaded from the "Transparency" section of the website, figc.it).

### The reorganisation programme also concerned:

1

The Youth and School Sector (SGS), with the establishment in March 2015 of the new Executive Board and a new Secretary selected from within the FIGC structure (new FIGC Regional Coordinators for the sector were appointed over the course of the year)

2

The governance of the main bodies associated with FIGC:

- > in April 2015 the new Steering Committee of the Fondazione Museo del Calcio (Museum of Football Foundation) was set up, followed by the introduction of the new Scientific Committee
- > establishing the new governance structure of Federcalcio Servizi S.r.l.

In the wider scope of the reorganisation project, particular attention was also paid to the theme "[Prevention and Safety in the Workplace](#)".

Another important point concerns [change to the structure of the FIGC Committees](#), based on criteria of functionality and efficiency. The aim was to make the composition and duration of the committees uniform, and bring specific subjects under a single remit. This process helped streamline the management of various activities, with a reduction to the committees' running costs.



**Reorganisation  
of FIGC's structure**

## Changes to the structure of FIGC Committees

PRE-REFORM

10

Number of Committees

78

Number of Members

POST-REFORM

7

Number of Committees

45

Number of Members

### The introduction of 8 new internal corporate procedures

1. Use of corporate IT tools
2. Relations with the Public Administration
3. Management of cash and financial flows
4. Management of corporate obligations
5. Purchase of goods and services
6. Purchase of goods and services at local level - SGS
7. Purchase of goods and services for local courses - Technical Sector
8. Selection of Human Resources

Also of strategic importance was the introduction of the Organisation, Management and Control Model pursuant to **Legislative Decree no. 231/2001** and the publication of the Code of Ethics. In April 2015, the Executive Committee approved the plan for adapting to the provision to this decree with specific regard to institutions' administrative liability, with the adoption of the Model and the appointment of the Supervisory Board in parallel, dedicated training sessions were organised, comprising **4 days of training, for a total of 158 staff members.**

Over the course of the year, the Association's **8 new internal procedures were introduced**, covering FIGC's main operational and support processes, with the aim of redefining the internal processes, continuing to promote transparency and improving economic efficiency internally. The new processes have produced immediate and substantial results, such as significant economic savings. This improved

economic efficiency has helped alleviate the impact of **reduced contributions granted to FIGC by the Italian National Olympic Committee (CONI)** in 2015.

With the aim of continuing to promote transparency and, in general, the principle of *good governance*, in 2015, for the first time, FIGC balance sheets were submitted for certification by an independent *auditing* company.

## HUMAN RESOURCES DEVELOPMENT

Associated with the corporate reorganisation programme was the new human resource development model. Resources within the Association were promoted and assigned to strategic areas and highly specialised figures were hired.

The development plan, which drew inspiration from international benchmarks, was put into action through the following processes:

- > The introduction of a **job rotation** model
- > The use of **financial incentives**, awarded based on the quality of work produced, how well the relevant budget has been respected, by individual employees as well as different FIGC functions and areas
- > The organisation of **programmes for the training and qualification of staff**, tailored to suit the various managerial figures within the Association. To this end, internal courses were introduced and FIGC also collaborated with the main international stakeholders

**PROGRAMME OF INTERNAL COURSES FOR THE TRAINING AND QUALIFICATION OF STAFF**

Training in 2015, tailored to suit the various managerial figures within the Association, was focused mainly around foreign languages, Microsoft Office and Adobe Photoshop, delivering effective presentations and public speaking.

Course Type	Participants	Days of Training
Microsoft Word	55	4
Microsoft Excel	36	6
Microsoft PowerPoint	32	3
Adobe Photoshop	10	2
Effective Presentations	13	1
Public Speaking	26	1
Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001	158	4
English (*)	67	12
Spanish (*)	24	12
<b>Total</b>	<b>421</b>	<b>45</b>

(\*) In addition to "blended" training

In 2015, all FIGC staff members undertook an online course on safety in the workplace, and there were additional refresher courses for emergency supervisors and staff in the areas of first aid, fire prevention, as well as the relevant individuals in charge. **44 employees participated in a total of 64 hours of training.**

**UEFA CERTIFICATE IN FOOTBALL MANAGEMENT - ITALIAN EDITION**



FIGC was selected by UEFA to **organise 2 national editions (2015-16 and 2016-17)** of the Certificate in Football Management (CFM), a high-level training course which is planned and run by top national and international academics and experts from the sector. UEFA coordinates the programme in partnership with the University of Lausanne and the Swiss Graduate School of Public Administration (IDHEAP). In 2015, **15 FIGC employees participated and received a qualification** at the end. The training programme involved six online modules and three live seminars, in which the following subjects were discussed: football organisation, strategic management, operational management, football marketing and sponsorship, communications media and public relations, event management and management of volunteers.

**FIFA GOOD GOVERNANCE WORKSHOP**

In December 2015, a workshop was organised at FIGC headquarters in partnership with FIFA. The workshop, which was **attended by internationally recognised speakers**, covered a number of significant topics: internal auditing, good governance, implementation of administrative procedures related to finances and control, exchanging experiences and best practices in the sector.



**421 participants attended internal training courses**

**The training programme included six online modules and three live seminars**

## MISSION AND ACTIVITIES OF THE FEDERAL STRUCTURE DURING 2015

### OFFICE OF THE DIRECTOR OF REGULATORY AFFAIRS

The Office of the Director of Regulatory Affairs drafts acts, prepares documents for meetings of FIGC bodies and draws up minutes. It coordinates activities governed by the Statute, by FIGC regulations or by international regulations, as per decisions taken by the relevant FIGC bodies.

Over the course of 2015, the Office of the Director of Regulatory Affairs organised **12 Executive Committee meetings** and **9 Presidential Board meetings**, drafting any decisions taken and gathering and publishing Official Statements. It also oversaw relations with the Italian Customs and Monopolies' Agency (ADM) in regard to abnormal betting patterns by creating and maintaining a special register. **In November 2015, a new digital platform was also created.** This allows Executive Committee members to consult acts and other documents being assessed by the Committee online.



### SPORTS JUSTICE BODIES

#### FIGC Prosecutor's Office

The FIGC Prosecutor's Office acts on behalf of all the other Sports Justice Bodies and carries out both investigative and prosecution duties, in accordance with the provisions set out in Article 32 of the Code of Sports Justice.

### Proceedings initiated by FIGC Prosecutor's Office in 2015

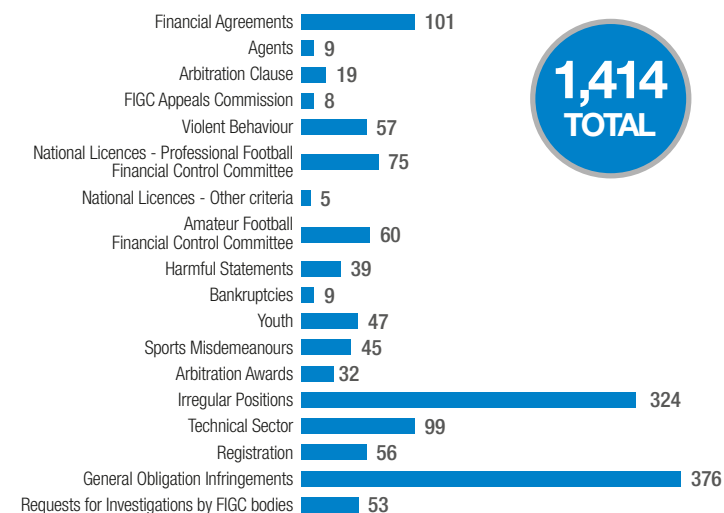
Direct Assignments	861
Assignments with investigation	500
Cases submitted by FIGC bodies	53
<b>TOTAL</b>	<b>1,414</b>

### Matches checked and assignments 2015

	MATCHES CHECKED	ASSIGNMENTS
Serie A Championship	392	1,172
Serie B Championship	472	593
Lega Pro Championship	1,049	1,206
Coppa Italia	89	142
LND and SGS Championships	50	51
<b>TOTAL</b>	<b>2,052</b>	<b>3,164</b>

There were a further 994 checks relating to "TV evidence" in the Serie A and Serie B Championships

### TYPES OF VIOLATIONS PERTAINING TO PROCEEDINGS OPENED BY FIGC PROSECUTOR'S OFFICE IN 2015

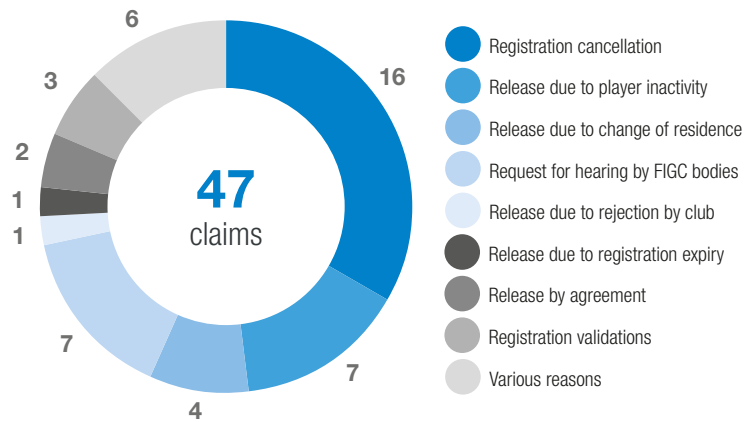




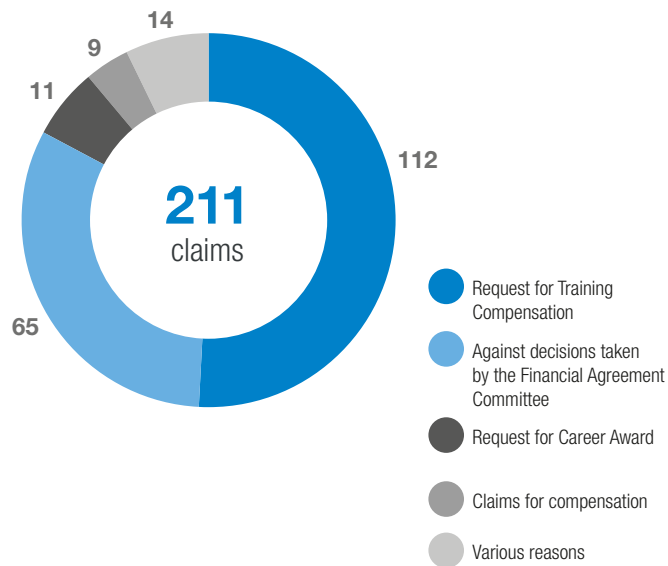
National Federal Tribunal

On 10 September 2015, the three sections of the National Federal Tribunal (Disciplinary, Registration and Financial Disputes) were brought together into one administrative structure, having previously been separate. The Disciplinary Section is the court of first instance in proceedings instigated on the referral of the FIGC Prosecutor's Office for national championships and competitions. The Registration Section passes judgement on all disputes regarding player registrations, transfers and releases. The Economic Disputes Section passes judgement on all economic disputes involving clubs. In 2015, the 3 sections sat 85 times and issued 112 Official Statements.

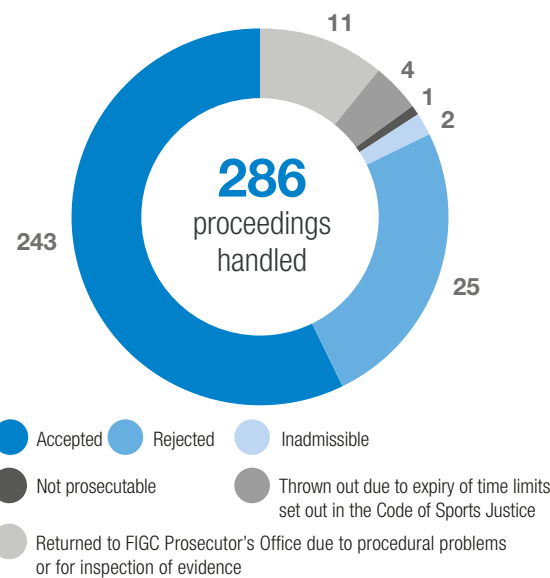
PLAYERS' REGISTRATION SECTION



FINANCIAL DISPUTES SECTION



DISCIPLINARY SECTION



**142**  
disputes settled  
(registered members and clubs)

**63**  
proceedings brought before  
the FIGC Court of Appeal

In 2015, the Federal Court of Appeal sat **66** times and issued **245** verdicts, including preliminary and/or procedural orders.

The National Sports Court of Appeal sat **73** times and issued **347** verdicts, including preliminary and/or procedural orders.

### Federal Court of Appeal and National Sports Court of Appeal

- > The **Federal Court of Appeal** represents the second stage for justice proceedings should parties wish to contest the decisions of the Federal Territorial Courts (set up at each Regional Committee of the National Amateur League) and the National Federal Tribunal (Disciplinary, Registration and Financial Disputes Sections).
- > The **National Sports Court of Appeal** represents the second stage for justice proceedings should parties wish to contest the decisions of the National Sports Justice bodies (Serie A, Serie B, Lega Pro, National Amateur League, Interregional Department, Women's Football Department, Futsal Division, Youth and School Sector).

### FIGC Sports Justice Authority

The FIGC Sports Justice Authority ensures **the independence, autonomy, impartiality and confidentiality** of the Sports Justice Bodies, gives opinions and proposals, considers candidate and takes disciplinary measures against all the members of these bodies.

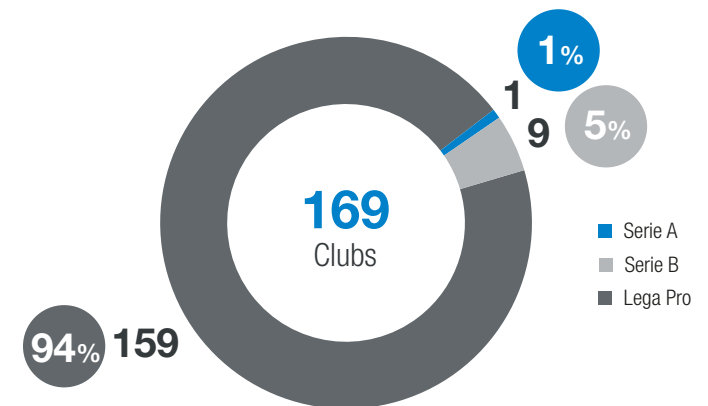
### CONTROL BODIES

#### National Licences

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

into two Committees: the Professional Football Financial Control Committee (Co.Vi.So.C) and the Infrastructural, Sporting and Organisational Criteria Committee. In 2015, the Co.Vi.So.C reported **14 clubs (2 from Lega Serie B and 12 from Lega Pro)** to the FIGC Prosecutor's Office for proceedings after they failed to pay emoluments, tax deductions and social security tax contributions owed to registered members. It organised and coordinated **230 inspections** at the headquarters of professional football clubs (46 in Serie A, 55 in Serie B and 129 in Lega Pro). The Infrastructural, Sporting and Organisational Criteria Committee, which was appointed on 27 February 2015, **examined 11 motions** relating to the use of facilities in the Municipality in which the club is based. At the end of the National Licensing issuing process, a total of **96 clubs** were registered to the various professional championships (**20 in Serie A, 22 in Serie B and 54 in Lega Pro**).

CLUBS NOT ADMITTED TO PROFESSIONAL CHAMPIONSHIPS, GROUPED BY LEAGUE 1986-2016



In 2015, it sat **4** times to examine and deliberate on multiple reports of members of the Sports Justice Bodies behaving in a way that violated the regulations.

UEFA Licensing and Financial Fair Play

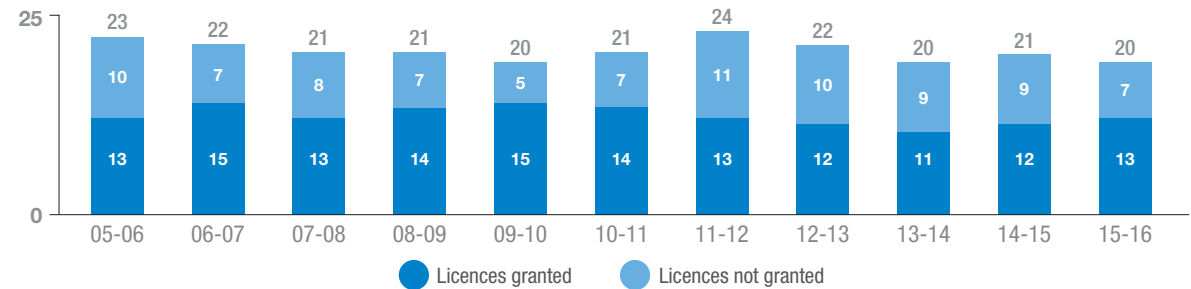
The UEFA Licence is a certificate issued by FIGC (on the basis of UEFA regulations) which constitutes, along with the sporting title, the minimum requirement to take part in international club competitions organised by UEFA. The Office’s role in this matter is primarily to oversee the process of issuing UEFA Licences, as well as monitoring the ways that clubs participating in UEFA competitions are adhering to Financial Fair Play regulations.

In May 2015, the First Instance UEFA Licensing Committee issued [UEFA Licences to 13 clubs](#). Moreover, the UEFA Licensing Manual was approved in 2015, in line with new UEFA regulations on Club Licensing. Several new criteria were introduced, including a move to make it compulsory for clubs to have a [Club Disability Access Officer](#), to guarantee accessibility and ensure that disabled persons can make full use of club facilities and services.

In 2015, the Office received and [evaluated over 1,200 reports regarding the activity of Supporter Liaison Officers](#) working for professional football clubs in Italy.

Besides standard UEFA requirements, FIGC incorporates more stringent, additional requirements into its UEFA Licensing issuing procedure, as summarised in the table to the right.

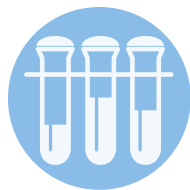
UEFA LICENCE COMPARISON



COMPARISON OF UEFA AND FIGC REQUIREMENTS FOR A UEFA LICENCE

	FIGC Requirements	UEFA Requirements
<b>Sporting criteria</b>	Youth teams	Two teams (one in the Giovanissimi age group and one in the Esordienti category)
	Medical and sporting protection	All of the club’s players (including those in the academy) must undergo annual medicals
<b>Organisational criteria</b>	Roles not requested by UEFA but included in the Italian manual	- Head of marketing/commercial activities (B) - UEFA Licence Office representative (B) - Deputy Safety Delegate (A) - Sporting director (B) - Team manager (B) - First-team fitness coach (A) - Youth academy masseurs/physiotherapists (B) - Fitness/motor skills academy coaches
	Youth team coaches	For the Primavera, Allievi and Giovanissimi age groups, the ratio between qualified coaches and the number of registered players must be at least 1:25. For the Esordienti category this must be at least 1:20. For the Pulcini category it must be at least 1:15
<b>Infrastructural criteria</b>	In order to be granted a UEFA Licence, Italian clubs must show that their stadiums respect category 3/4 requirements	UEFA requires that stadiums respect at least category 2 requirements

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



TDP controls in 2015

**1,917**

TDP is conducted by CONI-NADO in complete managerial and economic autonomy in out-of-competition testing

#### Players' Registration office

The Players' Registration office is responsible for activities relating to the registration and transfer of professional and amateur players from and to foreign football associations, as well as the registration of foreign minor players. The office also oversees activities relating to the *FIFA Transfer Matching System (TMS)*, for the international transfer of professional footballers. Over the course of 2015, **345 incoming transfers** and **400 outgoing transfers were completed**. Around 4,400 registrations were handled, while the Minors Players Committee examined around **12,000 registration requests for foreign minors**.

#### Anti-doping and Health Protection Committee

The Committee was restructured in 2015 to reduce the number of members from 15 to 7 and **broaden its scope to include the protection of young players' health**. The annual programme of doping tests is run via the TDP (Testing Doping Programme/Planning), which WADA (World Anti-Doping Agency) delegates to NADOs (National Anti-Doping Organisations) in each country. In Italy this is run through the Italian Olympic Committee. Given FIGC's keen interest in fighting doping, **the Association also shares an additional TDP with CONI for in-competition testing** on top of ordinary planned testing. This is entirely funded by FIGC. In 2015, **1,917 tests were carried out**, with a total of **825 matches being subjected to anti-doping tests** (601 "random" and 224 planned). Of these, 406 were overseen by appointed anti-doping

representatives. Five positive tests results were returned by anti-doping tests, one of which was dismissed due to special dispensation.

Competition	N° Matches Planned	N° Matches Tested
Serie A	380	390
Serie B	196	212
Lega Pro	109	110
Coppa Italia	7	7
Supercoppa	1	1
Campionato Primavera	44	48
Women's Football	30	29
Futsal	29	28
<b>Total</b>	<b>796</b>	<b>825</b>

The new "Un Goal per la Salute" (A Goal for Health) project was launched in collaboration with UNICEF and the Youth and School Sector. A number of educational meetings for men's youth National Teams and several other youth teams were also organised, **with around 1,100 players, coaches and managers** taking part.

#### FIGC Registry

Within the Office of the Director of Regulatory Affairs, the FIGC Registry works to approve all activities and processes related to club affiliations/de-registrations. In 2015, **1,241 new clubs had their affiliation applications approved**, in addition to 446 name changes, 11 mergers and 12 demergers.

### Award Committee

The Award Committee deliberates on Training Compensation Fees, Education and Technical Training Awards and Career Awards, in accordance with the FIGC Internal Organisational Regulations (NOIF). In 2015, the Committee sat 11 times, examining **1,062 cases relating to Article 96 of the NOIF (Training Compensation Fee): 732 were accepted, 104 rejected, 84 deemed inadmissible and 142 waivers for a total of 1.2 million Euros in prizes.** A further 37 cases relating to Education and Technical Training Awards and Career Awards were examined, **with a further 902,000 Euros being awarded in compensation.**

### Sports Agents Committee

The Sports Agents Committee maintains the register of sports agents and deals with disciplinary procedures as set out in the Regulations of Player Agents, which came into force on 1 April 2015. As of 31 December 2015, **452 agents were registered** (generating **income of around 183,000 Euros** in registration fees) and 957 proxy agreements were processed. This generated income of around 150,000 Euros in filing fees.

### Sports Directors and Managers Committee

The new Sports Directors and Managers Committee was set up in November 2015 with significantly increased powers compared to its predecessor, the Sport Directors' Committee. In particular, the Committee

was tasked with defining the application procedure and syllabus for the Sports Director course and organising **training and refresher activities for managerial figures as set out by the National Licensing System.** The Committee also maintains the Register of Sports Directors (which includes sports directors and all other sports management collaborators). In 2015, the Committee sat 3 times, registering 41 sports directors and a further 82 sports management collaborators.

### Other Committees

- > **The FIGC Regulations Committee** met 15 times to issue advice on regulation changes to the FIGC Internal Organisational Regulations, the Youth and School Sector Regulations and the Technical Sector Regulations.
- > **The Legal Proceedings Authorisation Committee** met 8 times to initiate legal proceedings, examining 177 applications.



Italy is the fourth-biggest football system in Europe in terms of youth players

## YOUTH AND SCHOOL SECTOR

### MISSION

The Youth and School Sector (SGS) promotes, regulates and organises the activity for young players aged between 5 and 16, focusing on technical, educational and social aspects and promoting football in schools. It organises the Under 15, Under 16 and Under 17 professional national championships, the final phases of the amateur and Futsal championships and the Under 15 Women's regional teams activities. The SGS also organises grassroots activities and oversees the Grassroots Football Centres, FIGC Football Schools and Elite Football Schools.

### ACTIVITY IN 2015

The SGS's main activities focused on the following areas:

- 1 Reforming the National Under 15, Under 16 and Under 16 Youth Championships
- 2 Launching the FIGC Local Development Centres programme
- 3 Finalising the operational agreement with the Ministry of Education, University and Research

These activities are analysed in greater detail in Section 3.3, on FIGC's strategic projects. The SGS also defined further recognition and verification requirements for Football Schools, including an increase in the number of qualified coaches required, thereby continuing the introduction of additional quality-based parameters for Elite Football Schools in line with the criteria set out in the new UEFA Grassroots Charter. These include development initiatives for women's football, activates and/or initiatives oriented towards disabled people, agreements with schools, etc.

The Grassroots and School Activity Committees were established in 2015, while members of the Technical Sector's Youth Football Development Section were also named during the year.

As part of the development of women's youth football, the Women's Football Day event saw participation from young female footballers all over Italy between 4 and 10 May 2015. The event was also used to hold the regional phases of the Under 15 Women's Regional Tournament at the FIGC Technical Centre in Coverciano.

Thanks to the cooperation with Club Italia and in particular the coaches of the Women's Under 17 National Team, during the tournament 36 young players were selected for the "Calcio+" summer training camp, which took place in Norcia between 19 and 25 July 2015.

The training camp was the culmination of a season’s worth of activities involving young female players from the Women’s Under 15 category. During the 2014-15 season, **over 300 young female players** from nearly every Italian region took part in the training programme, as well as **around 80 coaches and other staff**.

Over the course of 2015, the SGS also organised the final stages of the National 11-a-side Youth Championships (7 finals in total, 5 titles awarded). Taking place between June 10<sup>th</sup> and July 5<sup>th</sup> in the province of Siena. The finals saw participation from around **1,000 young boys and girls, with 76 matches taking place in front of 20,000 spectators at 12 sports facilities**. On June 20<sup>th</sup>

- 21<sup>st</sup> 2015, the Youth and School Sector organised the regional and national Grassroots finals at the FIGC Technical Centre in Coverciano. Around **1,200 youngsters from the grassroots categories took part**, with the players hailing from all over the country.

Training and information projects, 2015	
Information courses for Grassroots Football Centres	<b>103</b>
Courses for executives	<b>27</b>
Courses for refereeing executives	<b>48</b>
Refresher courses for coaches	<b>142</b>
Meetings with psychologists	<b>152</b>
BLS-D (Basic Life Support - Defibrillation) courses on first aid and the use of a semi-automatic defibrillator	<b>42</b>
Informative meetings	<b>529</b>



**CLUBS AND FOOTBALL SCHOOLS 2014-2015**

**9,276**  
**7,131**

▶ **CLUBS participating in official Youth and School Sector activities**

▶ **FOOTBALL SCHOOLS:**

- 289** Qualified Football Schools (7 of which are for Futsal)
- 1.397** Recognised Football Schools (41 of which are for Futsal)
- 5.445** Grassroots Football Centres (163 of which are for Futsal)

# ITALIAN YOUTH FOOTBALL IN NUMBERS

YOUTH ACTIVITIES, 2014-2015

NUMBER OF REGISTERED YOUTH PLAYERS BY CATEGORY, 2014-2015

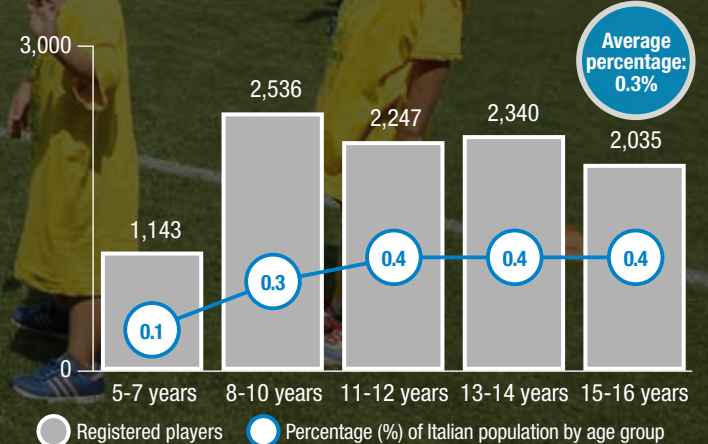
- 45,953** ▶ Total number of teams participating in Youth and School Sector activities
- 698,290** ▶ Total Youth and School Sector registered players
- 838,155** ▶ Total number of registered players involved in youth football
- 31,996** ▶ Total number of registered Futsal youth players



REGISTERED MALE PLAYERS AS A PERCENTAGE OF POPULATION (5-16 YEARS), 2014-2015



REGISTERED FEMALE PLAYERS AS A PERCENTAGE OF POPULATION (5-16 YEARS), 2014-2015





## TECHNICAL SECTOR

### MISSION

The FIGC Technical Sector carries out [study and training activities aimed at improving the technical standard of football](#). It establishes the rules of play and the training techniques used for athletes and coaches, and also monitors all social, cultural, scien-

tific and economic developments linked to the game of football. The [Federal Technical Centre in Coverciano](#), located in the Florence area, is equipped with extensive facilities for sporting activity, education and training, and medical practice.

### 2015 ACTIVITIES

Among the emerging activities in 2015 are the management and coordination of the two Scouting Courses (brought in by FIGC for the first time in 2015) and the Sport Directors Course, from which 133 participants qualified. As for the Coaching School and Courses, the Technical Sector coordinated the running of 102 peripheral Courses for a total of 3,731 successful candidates:

**6** Futsal courses, **55** UEFA courses, **22** LND courses, **7** amateur goalkeeping courses, **12** UEFA C courses, **7** central courses for a total of **287** participants attending the relevant training schemes; **2** fitness coaches courses, **2** UEFA A courses, **1** Futsal course, **1** amateur goalkeeping course, **1** UEFA PRO course.

[Annual investment for the running of these courses is approximately 2 million Euros](#). Over the course of 2015, 4 sports management courses were also set up, along with a course for Team Managers/player liaison officers (in partnership with the CONI Sport School). 5 UEFA Study Group scheme sessions were held, as well as a refresher seminar for sports journalists and in partnership with the Italian Players' Union "Ancora in carriera" (Still on track) scheme, aimed at former footballers. The subscription fees for courses were also increased, having previously been underestimated compared with international standards, producing a significant impact on revenue (turnover was up **500,000 Euros** on 2014).

In 2015, the Technical Sector registered 20,000 coaches.

The Methodology and Football Biomechanics Laboratory published a series of articles in the newsletter, on the Technical Sector website and also in international science magazines.

Registered FIGC coaching staff members in 2014-15

**24,706**

(92.8% is made up of coaches, while the remaining 7.2% comprises doctors, healthcare professionals and fitness coaches).

Total number of qualified coaches

**85,883**

## INTERNATIONAL PROFILE

**36** Italian international active referees operating in 2014-15 (Italy is first in Europe)

**364** appointments for referees and assistant referees in international competitions, including those played abroad



## ITALIAN REFEREES' ASSOCIATION

### MISSION

The Italian Referees' Association (AIA) is in charge of the **recruitment, training and the technical, associative and disciplinary management of Italian football referees**. AIA comprises national and local technical bodies (regional, provincial or sectional).

### 2015 ACTIVITIES

There were approximately **598,000 appointments** made over the course of the year for registered match officials, both for competitive games and friendlies, comprising a total of **420,000 fixtures**. A new system has been developed to review regional and provincial refereeing appointments in order to reduce and optimise spending. **210 new courses** (one for each of AIA's regional Sections) were run to train and certify **4,074 new match officials**, while 62 national meet-ups were also held. For the first time in nine years, AIA has an official sponsor. Insurance provider Eurovita Assicurazioni has signed a two-year contract, allowing AIA to keep budget cuts to a minimum both at a central and regional level, including with regards to training.

### TALENT&MENTOR

Now into its seventh year, the Talent&Mentor scheme sees **108 regional associate referees** supported by **28 Mentors** over the course of the football season. Since the project began, **742 young**

**referees** have had the chance to follow dedicated training on technique and ethics. Over the last two years, on the back of that initiative, a similar training course has been set up for Futsal. **100 regional referees** have been trained over the last two seasons.



Total number of AIA members in 2014-15

**34,765**

(45% of whom are under 24)

Italy is second only to Germany in terms of the number of female referees

**1,705**

Training centres located throughout the country

**56**

## COMPETITIONS AREA

### MISSION

Created at the start of 2015, this is a new department within FIGC's structure, which encompasses [the planning and management of national team events and sporting events](#) assigned to FIGC.

### 2015 ACTIVITIES

2015 saw the area involved in activities related to **177 matches**, of which **66** were played in Italy and **111** abroad. Over the course of 2015, the department planned its own internal structure in detail, assigning the coordination of National Teams events to the Association's resources and redrafting the organisational Handbook on events.

In 2015, the Competitions Area was involved in planning the men's and women's UEFA Champions League finals, held respectively in Milan and Reggio Emilia in May 2016.

## NATIONAL TEAMS

### MISSION

The area is responsible for coordinating the activities of the National Teams with respect to the planned technical and sporting guidelines established by FIGC top management. Following top management's organisational restructuring process, the area was divided into 2, with one specifically tending to the Men's A National Team, while the other runs the remaining men's and women's National Teams, as well as the Futsal and Beach Soccer National Teams.

### 2015 ACTIVITIES

The main results achieved by the National Teams over the course of 2015 are summarised in section 3.2 (Sports activities). With regard to the area, specifically the Men's A National Team, it must be highlighted the running and coordination of scouting which saw an increase in this area, [resulting in an annual average of 7 match observations per week](#). Over the course of the year, the protocol was established for staff briefings before every meet-up, which was followed by discussions on the technical work carried out by the National Team Head Coach. He was very active over the course of the year, given that he also worked as Technical Coordinator for all of FIGC's men's National Teams. 2015 also saw the search for a team base camp at UEFA EURO 2016.










### WOMEN'S NATIONAL TEAMS DEVELOPMENT





**3 new National Teams were set up, while there was a turnover in coaching staff**

Women's football development programme is particularly important: [aside from the establishment of 3 women's National Teams](#), the technical staff was bolstered in June, with new fitness coaches and physiotherapists brought in to support the coaching staff as well as a fitness coach coordinator. The women's National Teams were also able to start using the same online scouting platform that the men's National Teams use.




The Italian National Teams' positions on the main international ranking systems at the end of 2015 are shown below.

FIFA RANKING - Men's National A Team (updated 03/12/2015)			
Position	Country		Points
1		Belgium	1,494
2		Argentina	1,455
3		Spain	1,370
15		Italy	991

UEFA Ranking - Men's National A Team (updated 14/10/2015)			
Position	Country		Points
1		Germany	40,236
2		Spain	37,962
3		England	35,963
6		Italy	34,345

FIFA Ranking - Women's National Team (updated 18/12/2015)			
Position	Country		Points
1		United States	2,180
2		Germany	2,104
3		France	2,078
13		Italy	1,859

FIFA Ranking - Beach Soccer National Team (updated 31/12/2015)			
Position	Country		Points
1		Russia	3,450
2		Portugal	3,277
3		Brazil	2,400
4		Italy	2,077

UEFA Ranking - Men's Futsal National Team (updated in 2015-16)			
Position	Country		Points
1		Spain	8,410
2		Italy	8,278
3		Russia	8,167

## COMMUNICATION AREA

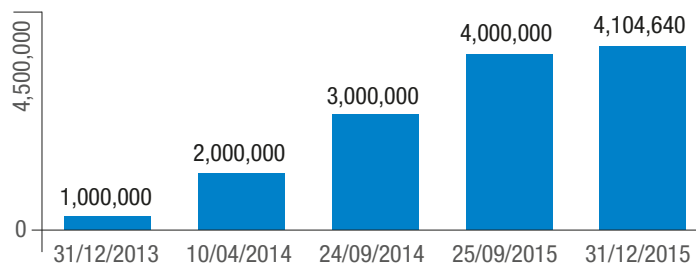
### MISSION

Through editorial and promotional initiatives in the technical, cultural and artistic realms, the Communication Area handles FIGC's internal and external communications by managing relations between the Association and its stakeholders.

### Media results 2015 - Websites and Social Media

FIGC's website is split into two areas: a section dedicated to the Association's communications ([figc.it](http://figc.it)) and a community portal for fans ([vivoazzurro.it](http://vivoazzurro.it)). FIGC was active on its official profiles throughout 2015, building on the particularly satisfying results from previous years that lifted FIGC's social-media accounts into the top spots on the international scene. [The Association opened two new profiles on Facebook and Twitter in September 2015.](#)

NUMBER OF FANS ON ITALIAN NATIONAL TEAMS' FACEBOOK PAGE



N.B. The official Facebook page for the Italian National Team was launched in May 2012

### FIGC.IT


CATEGORY	2013	2014	2015	Variation 2014-2015
Unique visitors	1,161,059	1,422,068	1,168,224	- 17.85%
Pages viewed	6,097,530	6,948,591	6,354,724	- 8.55%
Average stay	2'17"	2'20"	2'47"	+ 12.27%
Articles published	1,557	1,701	1,793	+ 92
Press releases	642	636	676	+ 40
Videos/Photo Galleries	49	52	167	+ 115


### VIVOAZZURRO.IT


CATEGORY	2013	2014	2015	Variation 2014-2015
Unique visitors	568,545	1,621,654	855,402	- 47.25%
Pages viewed	1,867,863	5,232,567	2,431,719	- 53.53%
Average stay	1'50"	1'16"	1'15"	- 0.86%

In 2015 the users' average stay increased, as did the number of articles published, while the web traffic is smaller due to the lack of any Mega events taking place (World Cup or European Championship).

### 2015 RESULTS

**990m** ▶  **Total views of posts published on the National Teams' Facebook page**

**53.4m** ▶  **Total views of tweets published on the National Teams' Italian Twitter profile @Vivo\_Azzurro**

**37.2m** ▶  **Total views of content shown on the National Teams' English Twitter profile @azzurri**

2.43m ▶



Video views on National Teams' YouTube channel amounting to a total of more than 5.2 million minutes of viewed content

263,712 ▶



Followers of National Teams' Instagram profile @azzurri, which has been active since May 2014

136,244 ▶



Followers of National Teams' Google+ page, which has been active since May 2013 (59% of whom come from abroad) amounting to a total of over 12.1 million views

855,402 ▶



Users of vivoazzurro.it in 2015 amounting to a total of more than 2.4 million page hits

SOCIAL-MEDIA PROFILES	Fans and followers at 31/12/2015
FACEBOOK National Teams - Vivo Azzurro	4,104,640
FACEBOOK Federazione Italiana Giuoco Calcio	48,049
TWITTER @Vivo_Azzurro (Italian)	431,013
TWITTER @azzurri (English)	343,123
TWITTER @FIGC	16,405
YOUTUBE FIGC Vivo Azzurro National Team	47,500
INSTAGRAM @azzurri	263,172
GOOGLE+ @Vivo_Azzurro	136,244

## VIVO AZZURRO



Vivo Azzurro is both the informal face and the official mouthpiece through which the Association interacts with the huge following of Italy's National Teams.

Città Azzurra del calcio:  
29 events organised in 2015

## VIVO AZZURRO NEWSLETTER

Monthly newsletter sent to a community of approximately **76,843** registered users.

## GEOGRAPHICAL ORIGINS OF THE COMMUNITY

There is a lot of interest from continents outside of Europe, like Africa (Egypt in particular), North and South America (Venezuela, USA, Brazil) and Asia (Indonesia).

### OBJECTIVES

- 1 Promote the positive values of the Azzurri jersey
- 2 Reward fans who show good behaviour
- 3 Involve fans through new channels of communication

### VALUES

- 1 Respect, pride, passion, sacrifice, team spirit
- 2 Loyalty, enjoyment, humility, imagination, hard work

## VIVO AZZURRO: FIGURES AT 31/12/2015

VIVO AZZURRO Users	NEWSLETTER Subscriptions	VIVO AZZURRO Card holders
98,115	76,843	7,933
VIVO AZZURRO USERS		
By gender		
MAN	86,961	89%
WOMEN	11,154	11%
CARD VA OWNERS		
By gender		
MAN	6,860	86%
WOMEN	1,073	14%
By geographic region		
ITALY	7,851	99%
REST OF WORLD	82	1%
Geographic distribution in Italy		
South and Islands	46%	
Centre	35%	
North-west	12%	
North-east	7%	

In 2015, a lot of work was done training journalists, in collaboration with the Italian Sports Journalists' Union (USSI) and the Order of Journalists (ODG)

### OTHER ACTIVITIES

Referring to the Association's websites, the work aimed at reorganising FIGC's digital platforms is highlighted. In 2015, the Communication Area covered the final stages of the National Youth championships, with live coverage of the final match of Allievi Nazionali (Roma - Empoli) hitting record figures on RaiSport2: **115,000 viewers** (a share of 1.15%), with a peak of **160,000 viewers**. The Association then organised and produced live streaming of the final of Giovanissimi Professionisti final (Inter - Parma), which registered **56,000 hits**.

### COMMERCIAL AREA

#### MISSION

The Commercial Area is responsible for developing the process of **enhancing the FIGC brand**, ensuring that commercial income is maximised and institutional objectives are met.

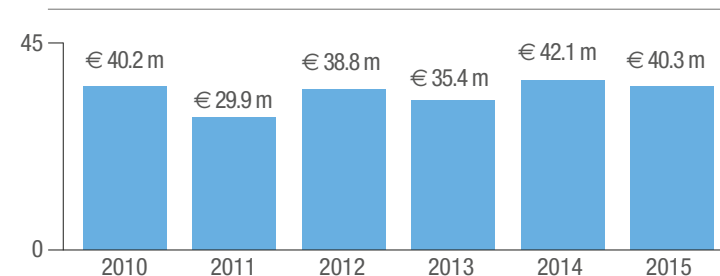
#### 2015 ACTIVITIES

In 2015, an agreement was reached between FIGC and Konami, and commercial agreements were signed with the following companies: TIM, Fiat, Lidl, Lete, Pai, Ermanno Scervino, Radio Italia, Corriere dello Sport, Tuttosport, Fassi, Sixtus and Technogym. Jointly with the Italian Referees' Association, contracts and agreements were finalised with the technical sponsor Diadora and the jersey sponsor Eurovita, while in collabora-

€40.3m

Total revenues from advertising and sponsorship in 2015

FIGC INCOME FROM ADVERTISING AND SPONSORSHIP



tion with the Youth and School Sector FIGC partners were involved in marketing activities during football matches in Italy and events organised by various Sectors. **The partnership with technical sponsor PUMA was also further developed**: home and away kits and technical material for the period 2015-2017 were made and the licensing and merchandising programme was defined.

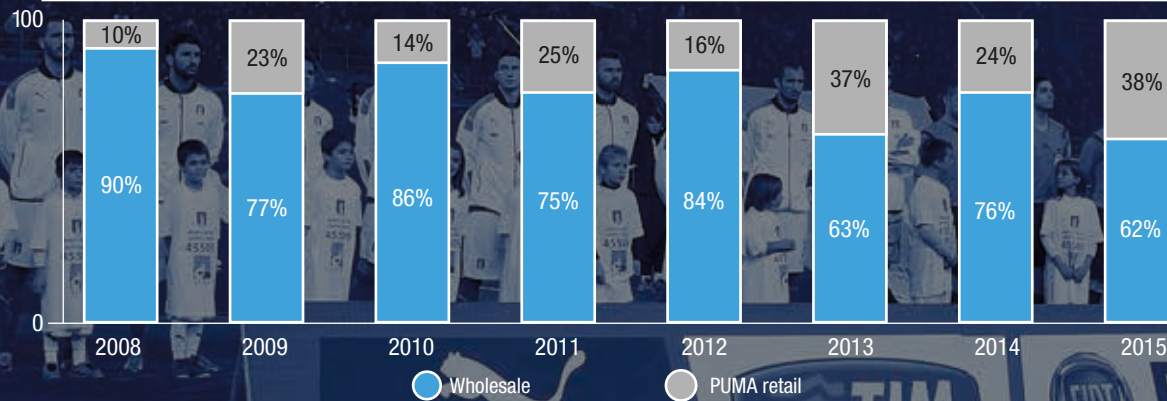
Steps were also made to manage the Corporate Hospitality programme during the A National Team matches held in Italy and the Casa Azzurri Village was organised at the Parco del Foro Italico (10-13 October 2015). Finally, in November 2015 the Commercial Area organised the Sponsor Day at the Federal Technical Centre in Coverciano, an entire day dedicated to all the sponsors that support the Italian National Teams.



COMMERCIAL PROFILE: OFFICIAL FIGC-PUMA MERCHANDISING

In 2015, the FIGC Store e-commerce site generated **1,736,247** views and **214,239** visits

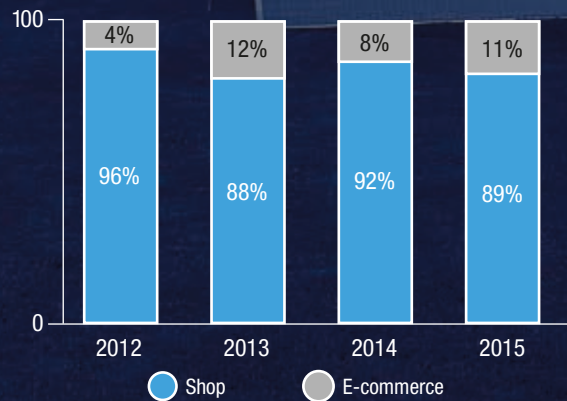
NET SALES BY DISTRIBUTION CHANNELS



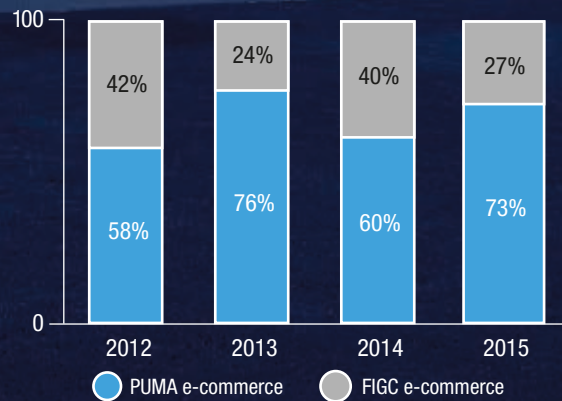
TOP 4 NET SALES 2012-2015



NET SALES: PUMA RETAIL OUTLETS AND E-COMMERCE



NET SALES: E-COMMERCE



## TELEVISION RIGHTS

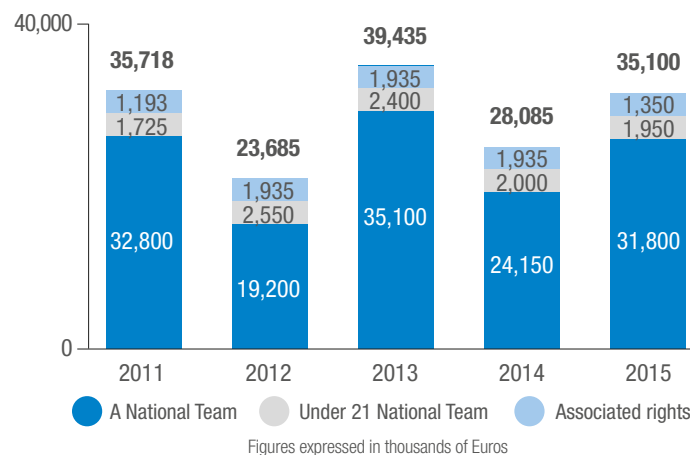
### MISSION

All aspects relating to television rights are managed by the Directorate-General, who coordinates the work through the Competitions Area and the International Relations. The International Relations is responsible for agreements concerning matches with foreign National Teams and making sure contractual issues are compatible, with a focus on maximising revenue. The Competitions Area is charged with managing and coordinating technical demands between FIGC and RAI, when it comes to choosing which women's or youth-team matches to broadcast, for example.

### REVENUES

On 25 March 2015, a four-year agreement was signed between RAI and FIGC concerning A National Team friendlies, Under 21 National Team friendlies and home official matches, the television rights to home matches featuring all other National Teams and further associated rights. Unlike in the past, according to the new contract RAI has agreed to produce and broadcast the final of a FIGC event as part of the Youth and School Sector's activities on its own sporting networks, live and/or replayed. In 2015, FIGC income for television rights coming from RAI and UEFA totalled **35.1 million Euros**.

### INCOME FROM TV RIGHTS



The men's A National Team generates 3.2 million Euros from TV rights for every match played

### COMPARISON OF TV RIGHTS AND UNIT YIELD FOR A NATIONAL TEAM

	2011	2012	2013	2014	2015
Income from TV rights	€ 32.8m	€ 19.2m	€ 35.1m	€ 24.2m	€ 31.8m
Number of matches played	12	14	18	13	10
Total audience	83,428,059	157,300,302	137,020,876	118,558,284	65,676,000
<b>Unit yield per match</b>	<b>€ 2.7m</b>	<b>€ 1.4m</b>	<b>€ 2.0m</b>	<b>€ 1.9m</b>	<b>€ 3.2m</b>
<b>Unit yield per viewer</b>	<b>€ 0.4</b>	<b>€ 0.1</b>	<b>€ 0.3</b>	<b>€ 0.2</b>	<b>€ 0.5</b>

### AUDIENCE

Over the course of 2015, **50 National Team games** were broadcast, mainly live, with an overall audience of roughly **83 million television viewers** and an average share of more than 10% (10.59%). 10 different National Teams (7 men's and 3 women's) were shown on television. The men's A National Team generated an overall audience of **65.7 million viewers**, with an average of around 6.7 million tuning in for each match.

## DEVELOPMENT AREA

### MISSION

The Development Area promotes and carries out projects and initiatives aimed at developing the Association and enhancing the cultural heritage of Italian football via socio-cultural events, higher education training courses, social responsibility initiatives and development programmes for women's football.

### 2015 ACTIVITIES

- > **Women's Football Development:** the main results were the new obligation requiring professional clubs in Serie A and B to register at least 20 Under 12 players, the introduction of rules for the transfer of the sport title, [the birth of 3 new National Teams \(Under 16, Under 23 and Futsal\)](#), frequent planned meetings between National Team staff and women's clubs from the top two divisions and the creation and development of the promotional initiative "Azzurre per un giorno" (Azzurre for a day).
- > **Study and Research:** over the course of 2015, around **70 specialised studies** were carried out, FIGC funding programmes (from FIFA, UEFA and other bodies) were managed and the internal observatory and digital catalogue Calcio e-Library was further updated ([on 31 December 2015 it contained around 4,000 documents](#)), including books, theses, research papers, publications

and articles). Among the highlights were the publication of *UEFA Guide to Quality Stadiums* (Italian version) and *ReportCalcio 2015*, as well as the organisation of the first two seminars of the Italian edition of the UEFA Certificate in Football Management.

- > **Social Responsibility:** numerous campaigns were carried out in 2015. The main ones included FARE (*Football Against Racism in Europe*), the Veronesi Foundation, Fondazione Piemontese per la Ricerca sul Cancro (Piedmont Cancer Research Foundation), Médecins Sans Frontières and AIL (a non-profit organisation fighting blood diseases). Elsewhere, support was given to implementing a campaign to end violence against women, online auctions were promoted and run, the Special Olympics press conference was organised and Azzurri mementos were displayed at the Istituto Oncologico Candiolo for an Italy match in Turin. Finally, the Development Area set up partnerships with [non-profit organisations](#) for matches involving Italian National Teams.
- > **Special Initiatives:** the process of [promoting FIGC's historic and cultural heritage](#) was continued via the organisation of dedicated initiatives and events in 2015, such as the Hall of Fame of Italian Football (IV edition) and the Antonio Ghirelli National Football Literature Award (IV edition), which includes the Photography Prize as part of its format.

The work of the Development Area is described in more detail in Section 3.3 (Strategic projects).



# 70

**Specialised reports produced by the Study and Research Division in 2015**

## OPERATIONS AND SERVICES

### MISSION

The Operations and Services Area coordinates and manages the activities needed to ensure the Association is operational and functioning.

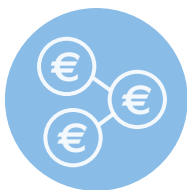


### 2015 ACTIVITIES

> **Human Resources:** 2015 was marked in particular by important internal training efforts and the launch of the online CV programme, which involved [the updating and monitoring of 441 positions](#).



> **IT:** during 2015 [development programmes](#) were launched to [aid the management of sport activity as well as administration and accounting](#).



> **Purchasing:** set up in February 2015 with the aim of centralising the provision of goods and services for the Association, this office worked on planning and defining procedures to support negotiations, revising the reference models and formats, establishing numerous framework agreements and taking part in the drafting of the Purchasing Procedure, which [produced significant economic efficiency as a result](#).



> **Logistics, Operation and Risk Management:** this office was set up in February 2015 and is in charge of managing the main supply contracts for goods and services, as well as logistical support for the National Teams and analysing and establishing the needs for insurance cover. The office helped manage urgent refurbishment work at the Federal Technical Centre in Coverciano following heavy rain in August 2015 to ensure it could still be used; compiled, with the help of Internal Auditing and Legal and Compliance, the operating instruction manual for allocating and using mobile phone devices and mobile connectivity devices; and took part in the process of [revising the Association's environment-friendly practices](#).



> **Travel:** [important agreements and results were reached in this sector](#) in 2015, which created significant economic efficiencies.

## ADMINISTRATION, FINANCE AND CONTROL AREA

### MISSION

The Administration, Finance and Control Area offers support to FIGC's senior management in managing economic, fiscal and financial matters, ensuring accuracy, completeness and transparency when writing up documents representing the Association's economic, financial and assets dynamics.

### 2015 ACTIVITIES

In 2015, this area was involved in drawing up the [new Administration and Accounting Regulations](#) and putting the necessary procedures in place before adopting the Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001. The work completed in the course of 2015 allowed [FIGC to settle its financial report early in April 2016](#), compared to the 2014 financial report which was presented in June 2015. For the first time in history, the 2015 financial report underwent voluntary certification from an auditing company.

## LEGAL AFFAIRS AND COMPLIANCE

### MISSION

To ensure legal support to all areas of the organisation on topics of a statutory, administrative and employment-law nature, therefore ranging

from interpreting legal acts or regulations to commercial and contractual issues, as well as managing disputes. It also ensures FIGC's work conforms to applicable laws.

### 2015 ACTIVITIES

The office underwent significant reorganisation in September, taking [Compliance under its wing as well](#). This step is part of a wider project to set up a more efficient internal control system, aimed at directing strategies in conformity with regulations, delineating the risk of violating these regulations and designing processes and developing methodologies to monitor them.

More than **300** cases of a legal and regulatory nature were raised and examined, [more than 700 international cases](#) were studied and feedback was provided to international sporting bodies in at least a third of the cases. The drafting of contracts was another task undertaken. The office [went through more than 100 disputes in the pre-trial stage](#), providing relevant support to external legal professionals, as well as drawing up and/or revising more than **530 contracts** (referees, partners, professionals, sponsors, suppliers of goods and services, etc.). Systematic support was also provided when developing a methodical and organic credit depreciation and recovery plan ([around 280,000 Euros were recovered](#) in the second half of 2015).

The Legal Affairs and Compliance was significantly reorganised in September 2015

300

Legal and regulatory cases examined

700

International cases examined



FIGC is the only Italian Sports Federation to have introduced an Internal Auditing function

## INTERNAL AUDITING

### MISSION

The Internal Auditing function was established at FIGC in February 2015. This is an independent and objective assurance and consultancy body, which assists from an organisational point of view when pursuing the Association's own objectives and is guided nationally and internationally by the principles of the IPPF Standards (International Professional Practice Framework).

### 2015 ACTIVITIES

The function focused on planning, building and approving the Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001, while collaborating on the updating of the Administration and Accounting Regulations (the last time it was revised was back in 2003) and the compiling of the Association's main organisational procedures. Different meetings were organised to monitor how the approved procedures fared and encourage constant dialogue between offices. This work led to specific operational instructions being formalised. Starting from May 2015, the office supported the Supervisory Board (pursuant to Legislative Decree no. 231/2001) in organising [training courses on the introduction of the new Model, held in November and December](#). On 30 November 2015, the Executive Committee finally approved Internal Auditing's mandate and in December the office began its [work on Risk Assessment](#), mapping out the Association's activities.

## INTERNATIONAL RELATIONS

### MISSION

The International Relations was set up following the process of FIGC's reorganisation. It works in direct contact with the CEO and dialogues with other foreign Football Associations and FIFA and UEFA internationally. It is also responsible for managing the international cooperation agreements signed by FIGC.

### 2015 ACTIVITIES

During 2015, the International Relations collaborated with the Legal and Compliance Area in order to obtain clearance from FIFA to finalise the [call-ups into the Italian National Team of players born outside of Italy](#). The International Relations also collaborated on the definition of a cooperation agreement with the Football Association of the Congo Republic, the [approval of the international fixture list of the National Teams](#) and partnership programmes with the main foreign partners. During 2015, the International Relations also took part in the Union Club meeting to establish the fixture list for the National Team friendlies over a three-year period from 2016-2018 and coordinated the establishment of the Azzurri Stars National Team (made up of former players), overseeing the trip for an exhibition friendly in Congo on September 2015. This project involved the Italian Players' Union, the Ministry of Economic Development, the Institute for Foreign Trade, and the Rome 2024 Bidding Committee.



## 3.2 Sports activities

The far-reaching programme to enhance the work of the National Teams was continued throughout 2015. The area is one of great strategic importance and represents one of FIGC's main cost centres, with an investment of over **34** million Euros.



First of all, the increase in the number of teams should be highlighted, as 3 new women's National Teams (Under 23, Under 16 and Futsal) were added. This brought the number of National Teams to 17.



A historic moment: the Women's Under 23 National Team gather for the first time on 22 November 2015



### “AZZURRI” SEPTEMBER FORMAT

As proof of the significant growth in activity, Italian National Teams played **30 matches in just 29 days** in September alone: an unprecedented fixture list involving 12 National Teams and one Representative Team. **366 Azzurri players and staff were involved in matches** during this period. The matches took place in 8 Italian cities (Pescara, Florence, Lucca, Cava dè Tirreni, Palermo, Reggio Emilia, Oristano and La Spezia) and 12 foreign venues, of which 11 in Europe and one in Africa.



The National Teams area was reorganised and **split into 2 different divisions**, with one specifically dedicated to the men’s A National Team and the other focusing on the organisation, logistics and management of the 16 other National Teams (women’s, youth, Futsal and Beach Soccer National Teams). At the same time, in order to create a common technical framework shared by all the various National Teams, the **role of the senior National Team Head Coaches was further enhanced**, with Antonio Conte, Antonio Cabrini and Roberto Menichelli becoming Technical Coordinators of all the National Teams in their respective branches (Men’s National Youth Teams, Women’s National Youth Teams, Women’s Futsal National Team and Men’s Futsal U21 Team).

The Head Coaches of the various National Teams held numerous meetings throughout the year with coaches and sport directors of clubs competing in the relevant leagues, in order to share technical guidelines and assess the development of players available for selection. **In total, there were 45 such meetings in 2015**, 13 relating to men’s National Teams, 20 to women’s National Teams, 12 to Futsal and Beach Soccer

### INTRODUCTION OF NATIONAL TEAM TECHNICAL COORDINATOR



**Antonio Conte**  
Men’s National Teams

- 8** A National Team Under 21 Under 20 Under 19 Under 18 Under 17 Under 16 Under 15



**Antonio Cabrini**  
Women’s National Teams

- 5** A National Team Under 23 Under 19 Under 17 Under 16



**Roberto Menichelli**  
Futsal

- 3** Naz. “A” maschile Naz. “A” femminile Naz. Under 21 masch.

N.B. Head Coach Antonio Conte left his position after the end of the UEFA European Championship 2016

Before the start of the new season, in August 2015, the Heads of Delegations for the various National Teams were named.

The National Teams' activities were further enhanced in terms of communication, as a strategic plan was set up in order to give equal visibility to all National Teams and not just the men's A National Team. Furthermore, before the start of the new season, in August 2015, the Heads of Delegations were officially named for the various National Teams (men's, women's, youth, Futsal and Beach Soccer). This team of invaluable figures promotes positive examples for Italian players and include Giancarlo Antognoni, Barbara Facchetti, Fiona May and Manuela Di Centa.

### OFFICIAL MATCHES AND RESULTS 2015

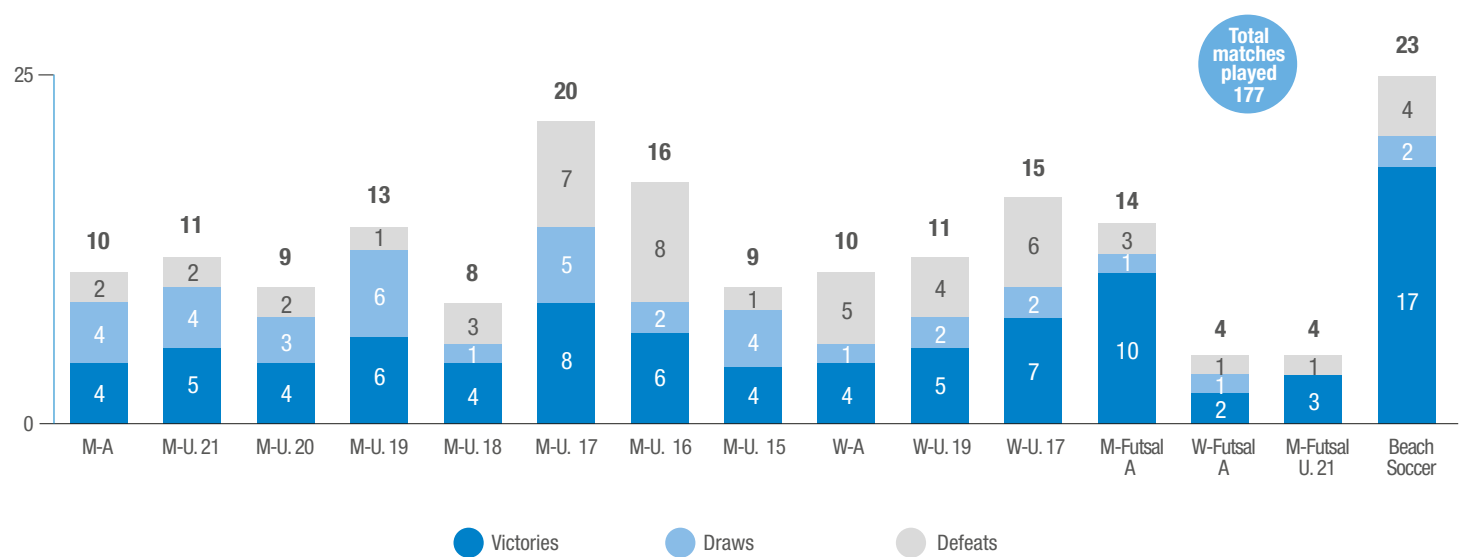
2015 was a positive year in terms of performances by the various National Teams, who played a total of:

**177 matches**  
**89 wins,**  
**38 draws,**  
**50 defeats**



The Under 16 National Team competing at the four-team tournament in Moscow's Red Square (18/09/2016)

### NATIONAL TEAMS MATCHES 2015



HIGHLIGHTS - ITALY'S QUALIFIERS FOR UEFA EUROPEAN CHAMPIONSHIP 2016

ITALIAN A NATIONAL TEAM MATCHES							
Date	Match	Result	Location	Stadium	Attendance	Audience	Viewing Share
09/09/2014	Norway - Italy	0 - 2	Oslo	Ullevaal Stadion	25,265	9,504,427	37.72%
10/10/2014	Italy - Azerbaijan	2 - 1	Palermo	Renzo Barbera	34,838	7,809,341	28.44%
13/10/2014	Malta - Italy	0 - 1	La Valletta	Ta 'Qali Stadium	16,942	8,069,166	28.43%
16/11/2014	Italy - Croatia	1 - 1	Milan	Giuseppe Meazza	63,122	10,064,916	36.44%
28/03/2015	Bulgaria - Italy	2 - 2	Sofia	Vasil Levski	11,000	7,537,000	29.96%
12/06/2015	Croatia - Italy	1 - 1	Split	Poljud	0	7,302,000	30.81%
03/09/2015	Italy - Malta	1 - 0	Florence	Artemio Franchi	13,000	6,340,000	28.68%
06/09/2015	Italy - Bulgaria	1 - 0	Palermo	Renzo Barbera	21,000	6,564,000	29.87%
10/10/2015	Azerbaijan - Italy	1 - 3	Baku	Olimpiya Stadionu	20,000	5,409,000	31.93%
13/10/2015	Italy - Norway	2 - 1	Rome	Olimpico	30,000	7,487,000	26.56%
<b>TOTAL</b>					<b>235,167</b>	<b>76,086,850</b>	
<b>AVERAGE</b>					<b>26,130</b>	<b>7,608,685</b>	<b>30.83%</b>

Average attendances and average attendance as percentage of capacity are calculated net of the match played behind closed doors against Croatia on 12 June 2015

**235,167**

Total spectators  
(10 matches)

**26,130**

Average attendance  
per match

**55.5%**

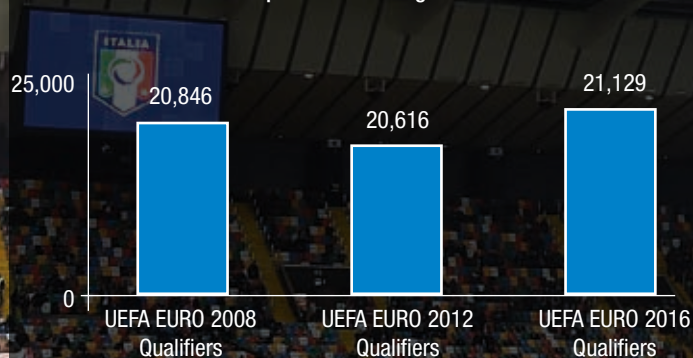
Average attendance at stadium  
as percentage of capacity

**7.6m**

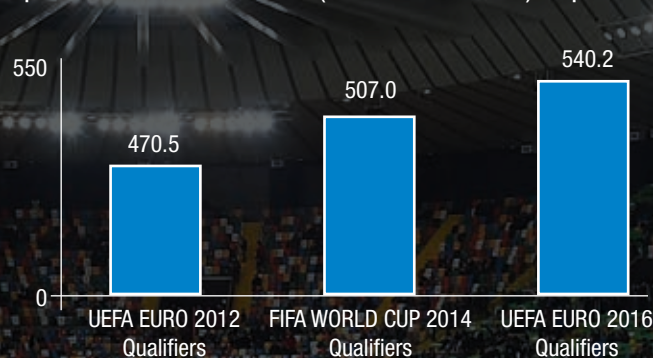
Average television audience for every  
match compared to 7.9 million during  
the 2014 FIFA World Cup Qualifiers

HIGHLIGHTS - FIGURES FROM EUROPEAN QUALIFYING TOURNAMENT (260 MATCHES)

Comparison of average attendances



Comparison of cumulative audience (millions of TV viewers) - Top 10 markets



## FIFA BEACH SOCCER WORLD CUP 2015

### ITALY MATCHES AT FIFA BEACH SOCCER WORLD CUP 2015 IN PORTUGAL

Date	Stage	Match	Result	Stadium	Attendance	Attendance as percentage of capacity
09/07/2015	Group	Italy - Costa Rica	6 - 1	Estádio da Praia de Baía	3,400	97.1%
11/07/2015	Group	Oman - Italy	2 - 4	Estádio da Praia de Baía	3,450	98.6%
13/07/2015	Group	Switzerland - Italy	4 - 6	Estádio da Praia de Baía	3,200	91.4%
16/07/2015	Quarter-finals	Italy - Japan	3 - 2	Estádio da Praia de Baía	2,650	75.7%
18/07/2015	Semi-finals	Italy - Tahiti	6 - 6 (1-3 p)	Estádio da Praia de Baía	3,500	100.0%
19/07/2015	Third-place playoff	Italy - Russia	2 - 5	Estádio da Praia de Baía	3,500	100.0%
<b>TOTAL</b>					<b>19,700</b>	
<b>AVERAGE PER MATCH</b>					<b>3,283</b>	<b>93.8%</b>

### OVERALL AND AVERAGE ATTENDANCE FIFA BEACH SOCCER WORLD CUP

	Number of matches	Total attendance	Average attendance
BRAZIL (2005)	20	110,500	5,525
BRAZIL (2006)	32	179,800	5,619
BRAZIL (2007)	32	157,300	4,916
FRANCE (2008)	32	176,500	5,516
UAE (2009)	32	97,500	3,047
ITALY (2011)	32	119,370	3,730
TAHITI (2013)	32	109,750	3,430
<b>PORTUGAL (2015)</b>	<b>32</b>	<b>96,300</b>	<b>3,009</b>

### AVERAGE AGE OF PLAYERS COMPETING IN THE COMPETITION



**3,283**

Average attendance for matches featuring the Italian National Team, amounting to an average attendance as a percentage of stadium capacity of 93.8%

**4<sup>TH</sup> place**

The Italian National Team's FIFA World Ranking at the end of 2015

Source: Analysis by the FIGC Study & Research Division based on data supplied by FIFA and FIGC National Teams Area

During 2015, the men's A National Team qualified for the UEFA European Championship 2016. The ten qualifying matches attracted **235,167 spectators** (with stadium attendance averaging 55.5% of capacity) and an average of **7.6 million television viewers** per match. The other important competitions held in 2015 include the UEFA European Under 21 Championship in the Czech Republic (Italy

were knocked out in the group stages) and the Beach Soccer World Cup in Portugal, where Italy, who had one of the youngest squads at the tournament with an average age of less than 23 years, finished in **fourth place** behind Portugal, Tahiti and Russia. The Beach Soccer National Team also won silver medal at the European Games in Baku, finishing **2015 in fourth place in the global ranking**.



**The biggest result of the year was achieved by the University National Team, who won their second gold medal at the Summer Universiade in July 2015, 18 years on from their last victory, defeating host nation South Korea 3-0 in the final in Gwangju.**

#### STUDY SUPPORT PROGRAMME

In March 2015, FIGC signed a memorandum of intent with the Foro Italico University of Rome in order to set up a support programme to help young players called up to National Teams to study and combine their academic and cultural education with their sport development. FIGC agreed to cover the academic needs of the players through tutors specialised in humanities and science during training camps and events that involve an absence from lessons for more than a week. The tutors take care of the players' education during international tournaments too. The partnership agreement covers commitments for men's Under 19, Under 18, Under 17, Under 16 and Under 15 National Teams, as well as the women's Under 19 and Under 17 National Teams

## 3.3 Strategic projects

Many of FIGC's activities in 2015 focused on setting up a series of strategic development projects aimed at further implementing the guidelines laid out in President Carlo Tavecchio's electoral programme and, in general, continuing the process of developing and modernising the system using the following drivers:

- 1 **Passion**
- 2 **Respect of professionalism**
- 3 **Work ethic**

The recurring theme is still the one presented in the electoral programme: the shared goal of “[putting football back at the heart of our project](#)”, pinpointing a number of very important strategic factors:

- 1 **Reviewing the governance model**
- 2 **Investing in training and developing the system as a whole**
- 3 **Maximising the potential of the following key areas:**
  - > sports culture
  - > innovation
  - > internationalisation
  - > communication
  - > image
  - > respect
  - > commitment
  - > intellectual integrity

With these foundations in place, the Association's strategic development plan was further strengthened during 2015 with the implementation of development projects, processes and plans which characterised an array of significant areas.

## DEVELOPING THE YOUTH SPORT DIMENSION

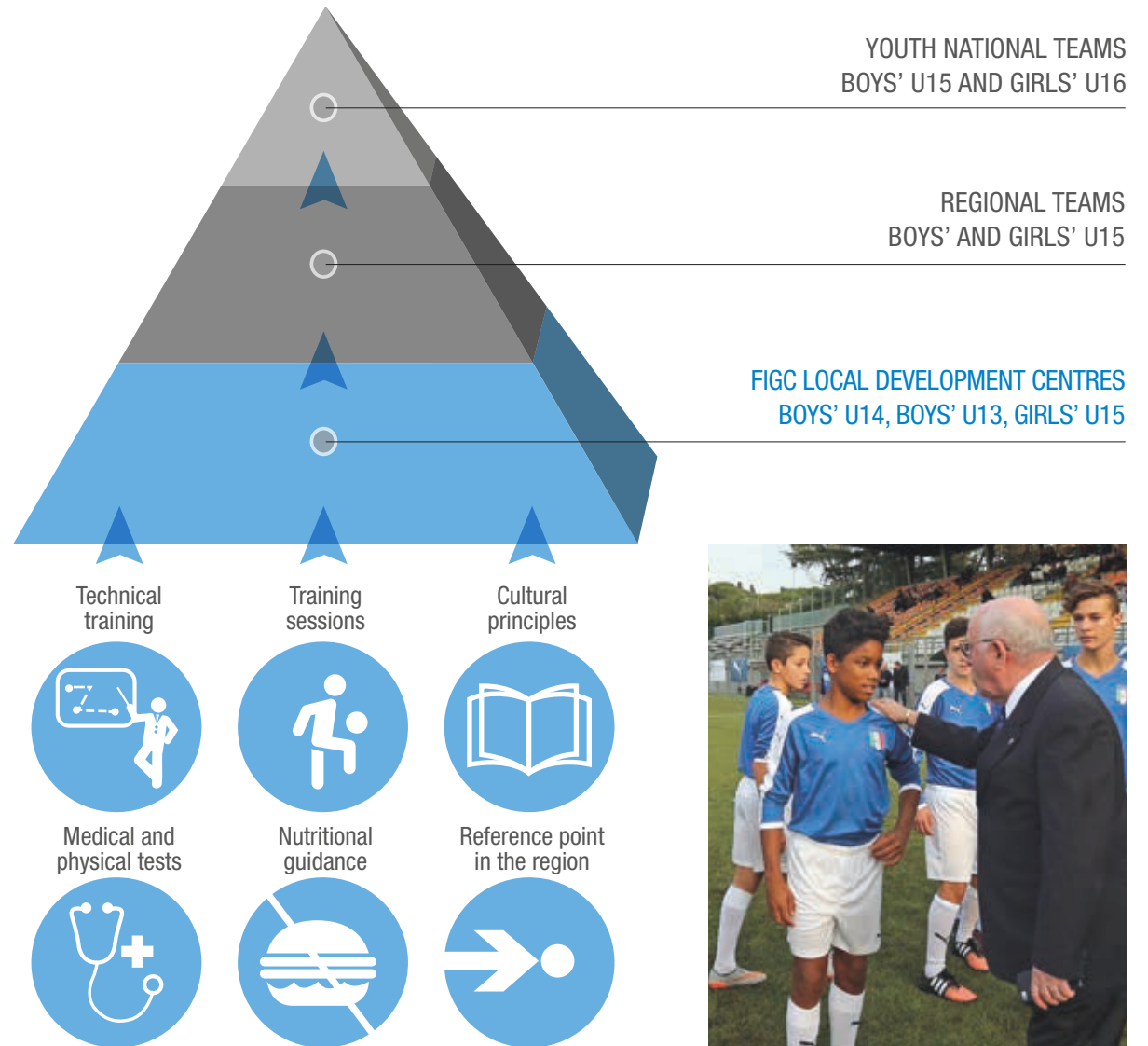
Youth football is one of FIGC's main assets and over the course of 2015 a series of strategically important programmes were developed in this area.



### FIGC LOCAL DEVELOPMENT CENTRES

The project with the greatest impact in strategic and financial terms relates to the investment in FIGC Local Development Centres (Centri Federali Territoriali), which in future will serve as centres of excellence to develop and train young players - boys and girls - aged 12-14.

### FIGC LOCAL DEVELOPMENT CENTRES: STRATEGIC POSITIONING





The project will see a network of 200 Centres created over the next four years, spanning the entire length of the country.

Weekly plan of activities (every Monday).  
 Activities run in an area covering approximately 35-40 km.  
 Around 100 boys and girls per centre.

Training programme run by the Youth and School Sector via sessions in partnership with the various stakeholders (National Amateur League Regional Committees, Club Italia, the Technical Sector and all other FIGC functions).

Technical programme lasting around 8-9 months (September-December; January-May).  
 Involvement of local clubs, particularly youth-team coaches, in training programmes.  
 Identify sports facilities to lease for the FIGC Local Development Centres headquarters with appropriate standards of quality.

**MISSION**

- > Establish a core educational and development approach
- > Technical and social supervision of the entire country
- > Involve all stakeholders (AIAC, AIC, Technical Sector, SGS, AIA, LND and the Professional Leagues)
- > Safeguard talent
- > Create a coordinated pathway for technical and sports development
- > Support programme for the development of potential young talent
- > Combat sport drop-out rates
- > Monitor all young players in the medium-to-long term



## FIGC LOCAL DEVELOPMENT CENTRES: COMPREHENSIVE FIGURES FROM THE PROJECT

**200** FIGC Local Development Centres, **3,500** meetings and information days, **30,000** work hours, involving around **10,000** referees and **1,200** qualified coaches. Monitoring of **150,000** boys and **3,500** girls. The aim is to scout more than **830,000** players over a **10**-year period and integrate more than **15,000** male and **5,000** female footballers into development programmes.

With a flexible yearly budget of **10** million Euros, this programme, which aims to prevent young talent in this country from giving up the sport, is the biggest financial investment ever approved by a FIGC Executive Committee. The first FIGC Local Development Centres was opened in Florence in October 2015 and, at the time of publication of this Integrated Report, there are 5 active centres (in line with the established timeframe), the others having been opened in Bari, Catanzaro, Oristano and Udine. A similar process has begun for Futsal via the “Futsal Camp” scheme.

Besides the Local Development Centres, the main progress in youth development, first and foremost, was the signing of a new framework agreement in May 2015 with the Ministry of Education, Universities and Research (MIUR).

## THE FIGC-MIUR FRAMEWORK SCHEME

With the establishment of this memorandum of understanding, the Youth and School Sector set up a shared programme with MIUR, aimed at extending educational and sports projects, whilst promoting diversity and inclusion. In all, 500 primary, 900 middle and 1,000 high schools have joined in activities developed in 2015-16 following the signing of the agreement, a total of **2,400** schools and more than **105,000** young students.

A number of new, varied schemes developed in primary, middle and high schools fed into the new sports and educational project entitled “Valori in Rete” (Values Online):

> “Il gioco del rispetto” (The Game of Respect - primary school): fun motor skills activities and training workshops run by experts from the Youth and School Sector aimed at primary school students and teachers.



> Campionati Studenteschi (Student Championships - middle and high schools): in partnership with MIUR and CONI, this is the first time a class educational project has been integrated with the Student Championships. The student sports tournament involving the highest number of boys and girls (around **80,000** students hailing from **1,859** schools) has been enhanced by an educational programme aimed at promoting correct fan engagement.



With a flexible annual budget of 10 million Euros, FIGC Local Development Centres are the biggest financial investment ever sanctioned by a FIGC Executive Committee



> **“Ragazze in gioco” (Girls on the Pitch - middle schools):** the aim is to promote girls’ football and give them a chance to play in a familiar environment along with their teachers and classmates. **Around 1,000 schools have signed up** to the project.



> **“Sicuri in rete” (Scoring with Safety - pilot project):** a sporting and educational project created by the Youth and School Sector in partnership with the Ministry for Infrastructure and Transport. The scheme is aimed at middle school students. The aim is to provide effective tools to help develop critical, informed opinion on the limitations **of cognitive skills, the risks of the road and the meaning of cooperation and respecting the rules.**



> **“Un Goal per la Salute” (A Goal for Health):** FIGC created the “Un Goal per la Salute” project in 2015 with the aim of raising awareness among young people on the dangers of drug use, as well as educating athletes on a healthy lifestyle. The initiative, promoted by FIGC in collaboration with UNICEF, featured four meetings in 2015 in Verona, Prato, L’Aquila and Napoli, involving **1,630 students.**

2015 also saw history made as **the Regulations of the Youth and School Sector were amended** for the first time in around 30 years. The new text (which includes operational and institutional terms procedures) came into force at the start of 2016.

## REFORM OF THE NATIONAL YOUTH CHAMPIONSHIPS

The changes to regulations, which take effect from the 2016-17 sport season, aim to boost motivation and competitiveness within the championships themselves and include **an increase in the number of official matches at the Under 16 Serie A and Serie B age group**, with the creation of a closer, more uniform division, crucial for the development of young players. The reforms will also allow the Under 17 National Team to take part in official UEFA competitions with young players hailing from a championship which further aids their development and features specific post-season finals. **A more competitive Under 15 Serie A and Serie B championship** has also been established, while another division with post-season play-offs to decide **the National Champions** has been created **for the Under 15 Lega Pro category.**



## SYNERGY WITH PROFESSIONAL FOOTBALL

The main focus of activities was the introduction of new principles and criteria aimed chiefly at promoting **economic and financial sustainability**, international competitiveness (by incentivising medium to long-term “positive” investments, particularly in sports infrastructure, youth academies and social activities) and transparency of ownership structure. In regard to this last aspect, in March 2015 the Executive Committee unanimously approved **new guidelines for acquisitions of professional football clubs**, according to which anyone intending to acquire a significant stake (10% or more) in the share capital of a professional football club must meet specific reputability and financial solidity criteria. The implementation process for the National Licensing System was also examined, with further requirements gradually introduced.

### NEW ADMISSION CRITERIA FOR PROFESSIONAL CHAMPIONSHIPS

Over the course of several sittings throughout the year, the Executive Committee approved the entire regulatory framework, as well as time-scales for the introduction of the related sanctions, which range from a transfer embargo through to exclusion from the relevant championship. For Serie A (the specific frameworks for Serie B and Lega Pro were approved during 2016), the following reference model was introduced:

NATIONAL LICENSING SYSTEM - SERIE A			
2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019
<b>Requirements:</b>	<b>Requirements:</b>	<b>Requirements:</b>	<b>Requirements:</b>
Squads of <b>no more than 25 players</b> , at least eight of which must have grown up in Italy. Any number of Under 21 players can be registered.	Squads of <b>no more than 25 players</b> , at least four of which must have grown up in Italy and four must have been trained in the academy of the club with which they are registered. Any number of Under 21 players can be registered.		
All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid ( <b>excluding training compensation and solidarity contributions</b> ).	All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid ( <b>including training compensation and solidarity contributions</b> ).	Monitoring indicators must be adhered to for clubs to be <b>admitted to the championship</b> .	Monitoring indicators must be adhered to for clubs to be <b>admitted to the championship</b> .
<b>Emoluments, IRPEF tax and INPS contributions</b> owed to registered employees and <b>other figures</b> must be paid up to and including the month of <b>April</b> .	<b>Net emoluments and INPS contributions</b> owed to registered employees and other figures must be paid up to the month of <b>May</b> .		<b>Break-Even Rule.</b>
Net wages, including <b>voluntary redundancy payments</b> , up to the month of <b>April</b> must have been paid to all registered members.	Net wages, including <b>voluntary redundancy payments</b> , up to the month of <b>May</b> must have been paid to all registered members.		
<b>Main indicator</b>	<b>Main indicator</b>	<b>Main indicator</b>	<b>Main indicator</b>
<b>Current Asset Indicator (current assets over current liabilities); Limit: 0.4</b>	<b>Current Asset Indicator; Limit: 0.5</b>	<b>Current Asset Indicator; Limit: 0.6</b>	<b>Current Asset Indicator; Limit: 0.6</b>
<b>Corrective indicators</b>	<b>Corrective indicators</b>	<b>Corrective indicators</b>	<b>Corrective indicators</b>
<b>Debt Indicator (Debts over revenues); Limit: 2</b>	<b>Debt Indicator; Limit: 1.75</b>	<b>Debt Indicator; Limit: 1.5</b>	<b>Debt Indicator; Limit: 1.5</b>
<b>Wage/Turnover Indicator (wages + amortization of players registration over revenues); Limit: 0.9</b>	<b>Wage/Turnover Indicator; Limit: 0.85</b>	<b>Wage/Turnover Indicator; Limit: 0.8</b>	<b>Wage/Turnover Indicator; Limit: 0.8</b>
<b>Sanctions</b>	<b>Sanctions</b>	<b>Sanctions</b>	<b>Sanctions</b>
In the event that a club fails to meet the minimum requirement for the current asset indicator, it must submit a detailed <b>financial plan</b> which it shall then implement to bring the club back within the parameters.	In the event that a club fails to meet the minimum requirement for the current asset indicator, it will be placed under a <b>transfer embargo</b> until the financial deficiency is rectified or the club records a positive financial balance.	<b>Non-admission to the championship; transfer embargo with positive financial and economic balance.</b>	<b>Non-admission to the championship; transfer embargo with positive financial and economic balance.</b>



The Break-Even rule will be a requirement as of the 2018-19 season, in accordance with the Application Manual approved by the Executive Committee in early 2016

As can be seen in the table, controls on the payment of international debts and a specific [current asset indicator](#) were introduced as of the 2015-16 season. These were designed to measure the short-term financial stability of a club. In the event that a club fails to meet the minimum requirement for this indicator, the financial shortfall must be covered by the shareholders. Two additional indicators, relating to debt and extended labour costs, are designed to work as [corrective mechanisms](#), meaning any sums necessary for covering a financial shortfall identified by the current asset indicator can be reduced by one-third.

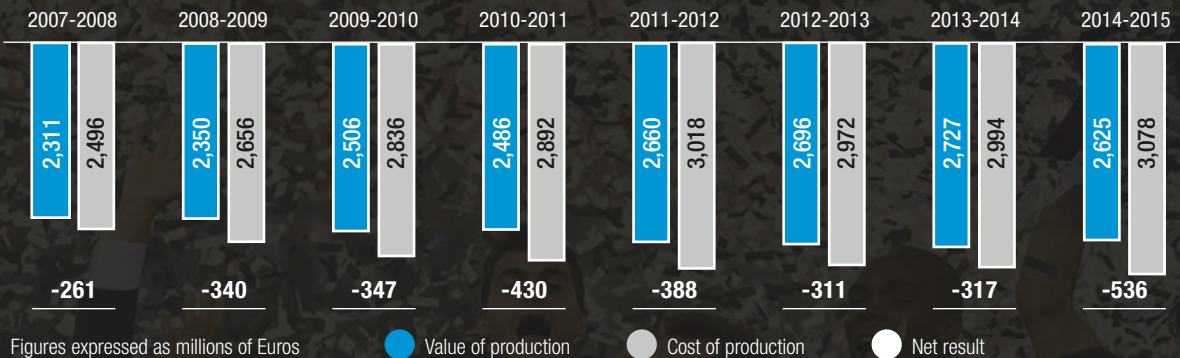
The [Break-Even rule](#) (based on UEFA's Financial Fair Play principles) will also come into play from the 2018-19 season. Much like the way the rules are applied by UEFA, no costs classified as [“positive” investments \(sports facilities, social development, youth academies\)](#) will be included when calculating the economic balance.

The implementation of these indicators is linked to wider reforms introduced by FIGC from the start of the 2015-16 season and designed to increase the level of investment in youth academies in Italy. The most obvious reform is the [Serie A squad cap](#) (no more than 25 players, four of which must have grown up in Italy and four of which

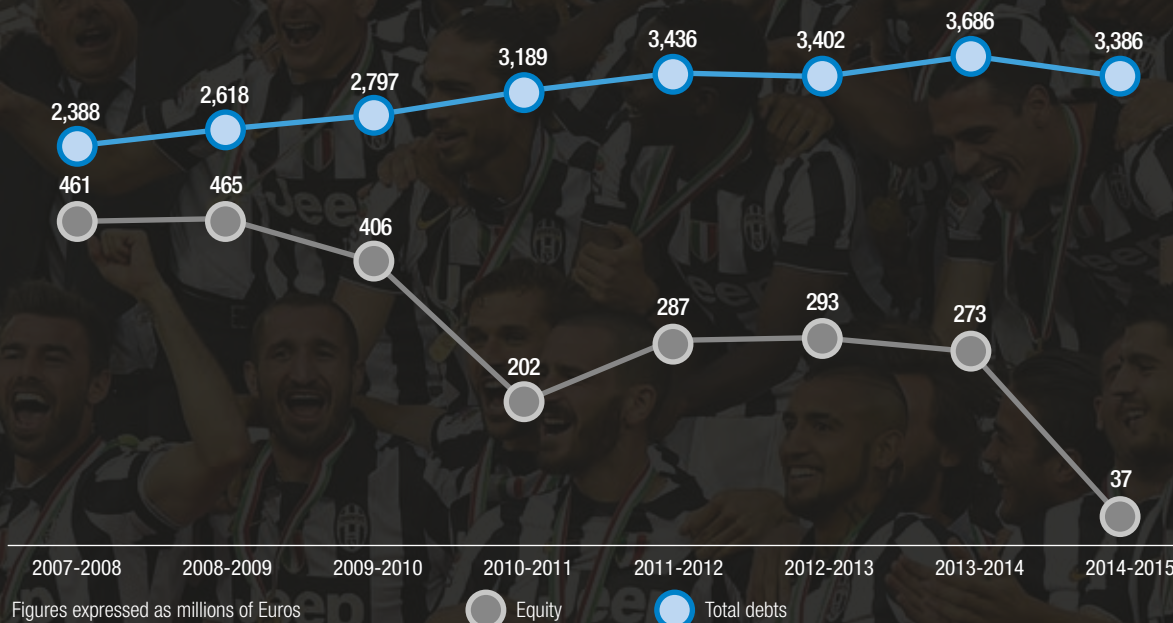
must have been trained in the academy of the club with which they are registered, while any number of Under 21 players - the vast majority of which are Italian - can be registered). In addition to this important step, [new regulations on non-EU player registrations](#) have also been introduced (clubs can register a maximum of two per season, on the condition that one is replacing another non-EU player in the squad and the other has a proven “sporting CV”). The so-called “Giovani di Serie” (Young Professionals) system has also been reformed. Any non-EU youth players must be residents in Italy when they register with a club for the first time, must have entered our country with their parents (for reasons not of a sporting nature) and must have attended school for at least four years. These players cannot be used to replace a new non-EU player as this can only be done if the player coming in has had a professional playing contract for at least three years (since 2012).

In order to help develop managerial skills and general competency within Italian football, the [“Sports Directors and Managers Committee”](#) was set up in 2015, replacing the previous Sports Directors Committee. The aim of the new committee is to increase [training and updating activities](#) for Sports Directors and for all other professional figures (technical, sporting, administrative and managerial) as set out by the National Licensing System.

### THE ECONOMIC PERSPECTIVE



### THE FINANCIAL PERSPECTIVE



### THE ECONOMIC/FINANCIAL PROFILE OF PROFESSIONAL FOOTBALL

Professional football is a very important sector of the Italian economy, one that has experienced exponential growth in recent years in contrast with the general economic climate (in the last 20 years, Serie A revenue has grown by an average of **6.1%** per year, while Italy's GDP per capita has never exceeded more than 2% yearly growth). Despite the significant increase in the value of production, the sector continues to be characterised by an ongoing economic-financial imbalance. The Italian professional football sector has made a loss in each of the last eight years, resulting in an aggregate deficit of **2.9** billion Euros, while the level of debt has grown by 42% in the same period, from 2.4 to 3.4 billion Euros. This is indicative of the fact that external debt has been used to cover significant losses in recent years, rather than drawing from shareholders' own resources.

## YOUTH ACADEMY DEVELOPMENT: INTERNATIONAL COMPARISON

The key data on international youth academies demonstrates that only a small part of the potential of top-level youth football in Italy is being realised. According to data published by the CIES Football Observatory, Serie A has the second-oldest average age of any European Top Division league (over **27 years old** on average). It occupies penultimate position in terms of the number of players coming up from its youth academies (**just 8.6%**) and has the third-highest proportion of foreign players. Indeed, **over 50% of Serie A players are ineligible for selection by the Italian National Team**, a figure that has increased significantly in recent years.

Nevertheless, from a sports perspective Italy continues to achieve impressive results at youth level. In 2013, the Italy Under 17 and Under 21 teams finished as runners up at the European Championships, while in 2016 Alberigo Evani's Italy Under 20 men's Italian National Team won the Four Nations Tournament for the first time in ten years. This is the most important Under 20 tournament in Europe and was contested by Germany, Poland and Switzerland, as well as Italy. Also in 2016, the Under 19 men's National Team reached the final of the European Championships in Germany. These successes suggest that any problems stem not from a dearth of quality across Italian youth academies, but from other causes, in particular a management approach focusing all too often on the short term and an excessive focus on investment in foreign players rather than Italian youngsters.

## DEMOGRAPHIC COMPARISON OF MAIN TOP DIVISIONS IN EUROPE (DATA VALID AS OF 1 OCTOBER 2015)

Average age		Percentage of foreign players		Percentage of club-trained players *	
Turkey	27.3	Cyprus	66.4%	Belarus	34.0%
<b>Italy</b>	<b>27.1</b>	England	59.9%	Czech Republic	30.7%
Russia	27.0	<b>Italy</b>	<b>56.6%</b>	Hungary	29.5%
Cyprus	26.9	Turkey	55.1%	Denmark	29.1%
England	26.9	Belgium	53.2%	Slovakia	28.5%
Greece	26.8	Portugal	50.9%	Israel	26.6%
Spain	26.6	Greece	46.3%	Norway	26.2%
Romania	26.5	Germany	45.9%	Slovenia	26.0%
Belarus	26.4	Scotland	44.7%	Finland	25.1%
Czech Republic	26.2	Russia	40.7%	Bulgaria	25.0%
Poland	26.2	Spain	39.9%	Ukraine	25.0%
Sweden	26.1	Switzerland	39.4%	Sweden	24.4%
Germany	26.1	Slovenia	37.2%	Spain	23.7%
France	26.1	Netherlands	32.5%	Switzerland	23.6%
Israel	25.9	Romania	32.0%	Croatia	23.4%
Hungary	25.9	Norway	31.6%	Serbia	23.0%
Portugal	25.8	Denmark	31.2%	Netherlands	22.8%
Bulgaria	25.7	Slovakia	30.6%	Scotland	20.9%
Ukraine	25.6	France	30.5%	France	19.4%
Finland	25.6	Bulgaria	29.3%	Austria	19.3%
Switzerland	25.5	Finland	28.8%	Poland	18.6%
Denmark	25.5	Croatia	28.3%	Russia	15.7%
Scotland	25.5	Sweden	27.8%	Romania	14.5%
Norway	25.5	Poland	27.6%	Germany	13.3%
Slovakia	25.3	Austria	27.5%	Belgium	11.8%
Belgium	25.2	Hungary	26.4%	England	11.7%
Austria	25.0	Czech Republic	24.8%	Cyprus	11.5%
Serbia	25.0	Israel	22.1%	Portugal	11.1%
Slovenia	24.5	Ukraine	18.8%	Greece	10.7%
Netherlands	24.4	Belarus	17.9%	<b>Italy</b>	<b>8.6%</b>
Croatia	23.9	Serbia	15.7%	Turkey	8.3%

Source: CIES Football Observatory data

\* For these analyses, the CIES classifies as club-trained a footballer must have been for at least three seasons, between the ages of 15 and 21, in his employer team.

## REVIEW OF FIGC RULES AND REGULATIONS

The process focused on several important areas.

### FIGHT AGAINST VIOLENCE TOWARDS MATCH OFFICIALS

The new regulations - which came into effect at the start of 2015 - dictate that any club whose registered members behave violently towards match officials must pay a fine equal to the average cost of refereeing expenses in their particular championship. If asked to do so by the President of the Italian Referees' Association, the FIGC President may also contest any Sports Justice Bodies decisions deemed inadequate or illegitimate, where these refer to violence towards match officials.

### USABILITY OF STADIA AND ENHANCING DIALOGUE WITH FANS

The new set of regulations - which are supported by the Ministry of the Interior - has made it possible to introduce **specific sanctions applicable** to FIGC-registered members proven to have engaged in a non-authorized relationship with ultras groups. Greater importance has been placed on the roles of stewards and Supporter Liaison Officers. **"Le Ore di Lezione" (Football and School Classes)**: the new regulations also allowed for the creation of the "Le Ore di Lezione" programme, designed in partnership with the various Professional Football Leagues and other Technical Bodies and run with support from the Ministry of Education, Universities and Research.

The aim of the programme is to establish a coordinated approach to raising students' awareness of social issues linked to the **rejection of violence and the promotion of respect, fair play and positive support**. The programme includes around **10,000 school hours per season** in primary and secondary schools in Italy starting from the 2015-16 season, with prominent players, coaches and officials from the world of professional football leading the sessions.



The following steps will be taken at the end of each season:

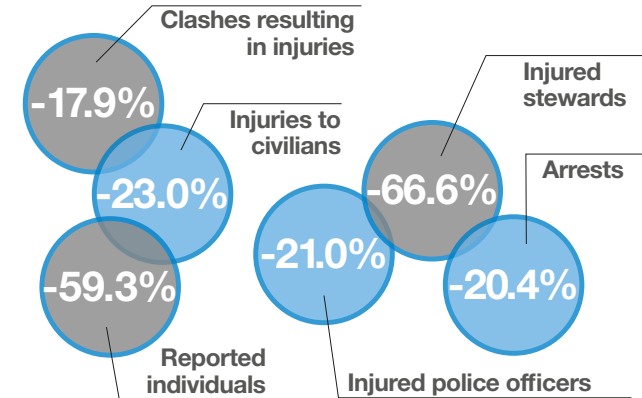
- > **Census of activities:** gathering of data on activities involving past sport activities on the territory benefiting schools, in order to have complete vision of what has been achieved.
- > **Educational programme:** definition and implementation of an educational programme developed on the basis of the individual schools' teaching programmes, with the organisation of new activities.
- > **Study and research:** a study will be conducted to illustrate the results achieved and the activities carried out by the world of football in schools, highlighting best practices.

An event organised by AS Roma as part of the programme "Il Calcio e Le Ore di Lezione" (Football and School Classes)



## DECREASE OF VIOLENT EPISODES IN ITALIAN FOOTBALL

According to data published by the National Observatory on Sports Events, the 2014-15 season saw a further decrease in violent episodes in Italian football. For example, in Serie A the following data was recorded for the 2014-15 season:



## FIGHT AGAINST SPORTS CRIMES

In July 2015, the Executive Committee unanimously approved an **increase in the minimum sentence** for cases relating to sports betting and the obligation to report this. In the first case, the minimum suspension was increased from two to three years, while in the second case it increased from three to six months. The minimum sentences were also increased for sports fraud and the obligation to report this. In the first case, the minimum suspension was increased from three to four years, while in the second case it increased from six months to one year. This review of the Code of Sports Justice is part of an array of FIGC initiatives designed to safeguard the integrity of the game.





PIRELLINI

3



11

RESPECT

ITALIA  
ITA - ESP



23

RESPECT

**UEFA Betting Fraud Detection System**  
**Total number of matches monitored in 2014-2015**



**REFORM OF FIGC'S PROSECUTOR OFFICE**

In May 2015, the Executive Committee approved a proposal for the reform of the [nationwide structure of the FIGC Prosecutor's Office](#). Three inter-regional sections will be responsible for proceedings involving Local FIGC Tribunals in their area, while the central FIGC Prosecutor's Office will deal with proceedings that involve national Sports Justice bodies. In regard to the Code of Sports Justice's provisions for the FIGC Prosecutor's activities and with the aim of [limiting the duration of proceedings](#) (Article 32 ter), another

modification was unanimously passed whereby *"in the event of an impediment by the accused who has asked to be heard, or by their defence team, the FIGC Prosecutor shall set a time limit of two days for the presentation of a defence brief"*.

**REGULATIONS ON SPORTING AGENTS**

In March 2015, following the deregulation of agents by FIFA, the FIGC Executive Committee approved the [new Regulations on sporting agents](#). The Regulations reflect the new standards adopted by FIFA and are identical to those adopted by the other major European National Football Associations, with whom a number of consultations took place over several months in order to align the various national regulations. As approved by FIFA, entry tests for the profession of sporting agents were abolished. Prospective agents must only sign up to the FIGC register, commit to respect the rules of this and meet specific personal requirements.

## LEGACY, SPECIAL INITIATIVES AND STRATEGIC DEVELOPMENT PROGRAMMES

The most significant project was the “KickOff 2015” event, which was held at the Orogel Stadium Dino Manuzzi in Cesena in June 2015. The main focus of the initiative was a “residential football event”, with **over 240 participants** selected from the worlds of sport, industry, politics, economics, culture and science taking part. In general terms, KickOff was a project aimed at producing new ideas and content. Over the course of **3 days of meetings and events**, the project stimulated an objective and balanced debate on Italian football, where open, spontaneous discussion thrived thanks to the absence of ideological barriers.

The event also included **a special app (KickOff2015)**, which could be downloaded free of charge from the App Store or Google Play. The participants were able to use the app to share content from the initiative and follow the progress of the various Play Teams in real time.



Over 240 people took part in KickOff 2015 over three days of meetings and events

### THE EVENT INCLUDED A VARIETY OF SESSIONS:

Plenary sessions dedicated to macro-analysis and the definition of a framework, with contributions from special ambassadors; 11 smaller work groups, known as Play Teams, who were looking into key topics in greater depth and produced content, ideas and strategies for the development and growth of Italian football; informal sessions and special projects.





## THE CONCEPT

- > First annual, residential football event
- > Forum for the creation of new ideas and contents
- > Forward-looking vision with participants from different cultural, political and professional backgrounds
- > An informal, interactive, multi-faceted event in line with modern reality and contemporary dynamics



A summary of the **11 Play Teams'** output was published on FIGC's website and presented at the FIGC Executive Committee in July 2015. Some of the strategies proposed by the KickOff Play Teams were later included in [FIGC's development programmes](#).

### Continuing the RETE! Project

### Technical Laboratory of Excellence for Sports Facilities

### New CRM model

### FIGC Integrated Report

### Football as an educational model

### FIGC Ethics Committee

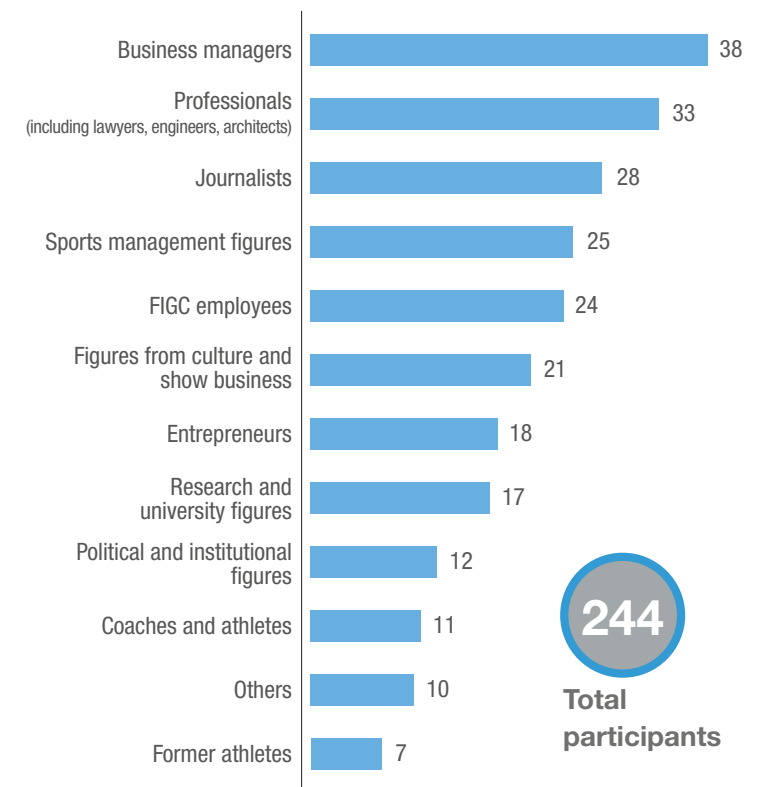
### B2B and B2C digital platform

### Digital platform for nutritional education

### Italian football's "official" TEDx

In September 2015, Coverciano hosted "Road to KickOff 2016" (a spinoff of KickOff 2015), with around 60 participating guests. Over the course of the two-day event, activities focused on an analysis of the feedback on the event held in Cesena and the definition of various proposals for KickOff 2016, which has been held at Cesena's Orogel Stadium, between 19 and 21 May 2016.

### KICKOFF 2015 PARTICIPANTS



## WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY

Establishing a development programme for women's football in Italy has been high up on FIGC's agenda. The project's mission is to launch a [strategic plan to revitalise the game](#), aimed at improving standards both quantitatively and qualitatively.

The initiative covers a series of important areas: governance, the sports side, leagues reforms, the licensing system, developing the National

Teams, marketing and communications, incentivising relations with schools and universities, as well as developing youth football and training. The development programme was approved by FIGC Executive Committee in March 2015. One of the main activities carried out over the course of the year was the creation within FIGC's organisational structure (under the Development Area) of a [function dedicated entirely to women's football](#), charged with coordinating all FIGC activities related to the game and adopting the main development programmes.

The development programme was approved by the Executive Committee in March 2015



The Women's Futsal National team make their debut at the Stadio Pietrangeli in the Foro Italico in front of a crowd of more than 4,000 supporters



The FC Internazionale and Juventus FC girls' teams, created following the adoption of the new National Licensing Regulations



The increase in the number of National Teams was finalised, with the creation of **3 new representatives**: two 11-a-side (Under 16 and Under 23), crucial for the training and development of future Women's A National Team players, and one Futsal National Team.

The development programme for the women's National Teams also included the appointment of additional coaching staff, with professional, specialised individuals brought in, the establishment of a scouting plan mirroring the existing one for the men's National Teams and, above all, the creation - as of the 2015-16 season - of a specific **rule within the National Licensing System** which stipulates that professional clubs playing in men's Serie A and Serie B are required to register at least 20 Under 12 girls, in order to develop girls' football and give them the chance to compete in the appropriate age

category within two seasons. This will allow men's football clubs to gradually create a girl's football section over a number of years. In the coming seasons, the rule will be extended to Lega Pro clubs, with the potential to broaden it to the top of the men's amateur system.

Following the application of the rule, Serie A and Serie B clubs registered **more than 900 female players** in 2015-16.

For the first time in Italian football history, a rule was introduced which allows **women's football clubs sports title to be acquired**, in order to encourage professional clubs to invest in the women's football. Finally, a series of promotional programmes were developed, aimed at generating greater interest in women's football and increasing players' sense of belonging.



The friendlies played by the Women's National Team in Japan (May 2015) and China (December 2015)

Examples include the creation of a specific area dedicated to the Women's football on the FIGC official website, as well as the "Azzurre per un giorno" (Azzurre for a day) initiative, aimed at giving girls and their coaches and/or club officials the chance to experience a women's National Team meet-up, strengthening their ties with the Azzurri colours and all of the National Teams (120 girls took part in 2015). Planning also took place for the promotional campaign in the lead-up to the UEFA Women's Champions League final in Reggio Emilia on 26 May 2016.

On 31 August 2015, following a number of meetings between FIGC Bodies, the Executive Committee created an Women's football Executive Committee, made up of a small number of FIGC Exco member and coordinated by the FIGC President, with the aim of establishing a political presence to orient new specific strategies.

In October 2015, the FIGC Executive Committee set aside **500,000 Euros to promote the discipline** in 2016, 50,000 Euros of which will be used to create a guarantee fund for female players, and also approved an amendment to the Association's Internal Organisational Rules (NOIF) to allow for the possibility of multi-year contracts.



"Azzurre per un giorno" event in Cesena

TRANSPARENCY INTERNATIONAL  
TRANSPARENCY INDEX  
TOP 20 INTERNATIONAL FOOTBALL ASSOCIATIONS 2015

Association	Financial Reports	Organisational Charter	Annual Activity Reports	Code of Ethics
Argentina	●	●	●	●
Australia	●	●	●	●
Belgium	●	●	●	●
Brazil	●	●	●	●
Chile	●	●	●	●
China	●	●	●	●
England	●	●	●	●
France	●	●	●	●
Germany	●	●	●	●
<b>Italy</b>	●	●	●	●
Japan	●	●	●	●
Mexico	●	●	●	●
Netherlands	●	●	●	●
Portugal	●	●	●	●
Russia	●	●	●	●
Spain	●	●	●	●
South Africa	●	●	●	●
Switzerland	●	●	●	●
Turkey	●	●	●	●
United States of America	●	●	●	●
Average for the top 20 FIFA Member Associations	45%	90%	35%	75%
Average for the remaining 189 FIFA Member Associations	17%	52%	13%	19%
Average for 209 FIFA Member Associations	20%	56%	15%	24%

● Available ● Unavailable

TRANSPARENCY INTERNATIONAL - TRANSPARENCY INDEX

For a number of years now, FIGC has regularly published reports and other documents such as the Code of Ethics, its budget, financial report, and documentation regarding the recent introduction of the Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001, ReportCalcio and Sustainability Reports. This virtuous process means that FIGC ensures increasing conformity to **requirements on transparency** towards stakeholders that sporting and non-sporting organisations are increasingly expected to demonstrate. Indeed, FIGC can now be considered a model of transparency around the globe. This is clearly shown in a recent Transparency International report which names the **Italian Football Association as one of the 14 Associations (out of 209 affiliated to FIFA)** who transparently publish all the important documents concerning their work and profile.



## TRANSPARENCY

Over the course of 2015, FIGC produced new editions of several key publications.

### FIGC PUBLICATIONS PRODUCED IN 2015

#### REPORTCALCIO 2015

The fifth edition of ReportCalcio, an annual report on Italian football, was put together by FIGC's Study and Research Division, in partnership with AREL (Agenzia di Ricerche e Legislazione) and PricewaterhouseCoopers. The edition was presented in Coverciano in May 2015 to around 100 journalists and sector experts. The presentation took place during a refresher seminar for sports journalists organised by FIGC and USSI, the Italian Sports Journalists' Union.



#### SUSTAINABILITY REPORT 2014

Presented on the second day of the KickOff 2015 event, this report analyses the Italian Football Association's activities, identity and mission from various perspectives. It was put together in partnership with PwC and in accordance with the Global Reporting Initiative 3.1 guidelines.



The third edition of the Sustainability Report marks FIGC's fourth consecutive year of reporting

ReportCalcio presents a comprehensive overview of Italian football, containing all the key data on the system's size, structure and organisation

In the area of research, the Laboratory of Methodology - part of the Association's Technical Sector - published an innovative report on youth football in partnership with MAPEI Sport Research Centre. The report shows how differences in age, both chronological and biological, can determine significant variations in performance through adolescence. Furthermore, work began in 2015 on a new study of the direct economic value of Italian football. For the first time in history, this publication will ensure important data from amateur football and youth football. Finally the memorandum of understanding with the Agenzia delle Entrate, the Italian Tax Authority, was extended in 2015. This involves the exchange of information necessary to verify the financial equilibrium of professional sports clubs.

## INNOVATION AND TECHNOLOGY

Another area of strategic importance, specifically presented in the electoral programme of FIGC President Carlo Tavecchio, is investment in innovation and technology, which has enabled Italian football to align itself with recent steps taken by the main international stakeholders (particularly FIFA and IFAB).

In January 2015, the working group on “Goal-Line Technology” (created by the Executive Committee on 17 December 2014) finalised its technical analysis on methods of Goal-line Technology application in Italy, establishing guidelines which enabled the system to be introduced in the stadia of Serie A clubs starting from the 2015-16 season. The so-called Hawk Eye technology was chosen, a system developed in England in 1999 and widely used in tennis, cricket and other sports. It involves the triangulation of videos taken from seven different cameras, positioned at different points around the pitch.

### THE USE OF GOAL-LINE TECHNOLOGY IN WORLD FOOTBALL: FIFA-APPROVED STADIA

The use of Goal-Line Technology in football is geared towards scientifically judging whether or not the ball has entirely crossed the goal-line. The aim is to avoid the controversy provoked by the awarding of a goal

when the ball has not crossed the line. The ultimate objective of Goal-Line Technology is not to replace match officials but to support them in making their decisions.

Analysis of official FIFA data shows that **73** football venues across the world have implemented Goal-Line Technology that has been officially recognised, tested and approved. The venues only use two of the various systems that have been officially approved by FIFA: **6** stadiums use GoalControl 4D (5 in France and 1 in Germany), while the other **67** use Hawk-Eye technology (**17** in Italy, **19** in the United Kingdom, **10** in France and in the United States, **4** in Germany, **2** in Netherlands and in Japan and **1** in Portugal, Spain and Switzerland).

FIGC attributes great strategic importance to technology and innovation, and this approach has been recognised by the main international stakeholders. This was also recently demonstrated when, in April 2016, FIGC was selected alongside other Football Associations to test the Video Assistant Referees (VAR) system. The decision to trial the technology was made at the IFAB Annual General Meeting in March 2016. The project presented to the Associations consists of two phases: firstly, a pilot phase during the 2016-17 football season, before the system's potential implementation in the 2017-18 season.

In January 2015, the working group on Goal-Line Technology (created by the Executive Committee on 17 December 2014) finalised its technical analysis on methods for the technology's application

## FOOTBALL INFRASTRUCTURE IN ITALY

The quality of stadium infrastructure is undoubtedly the most critical issue in Italian football today. There are 19,516 football pitches in Italy, the majority of which are owned by local authorities. In many cases, there is a poor level of infrastructure and in general a low quality of services on offer and this has produced a significant increase in the number of disaffected fans in recent years. This mainly concerns professional football and, despite a slight improvement in overall stadium attendances in 2014-15 (13.3 million, up 1.8% on the previous year), the situation is still critical. Only in Serie A is the average **stadium attendance above**

**50% of capacity:** 55%, compared to 41% in Serie B and 24% in Lega Pro.

The Italian top league continues to fare extremely poorly when compared to the best examples elsewhere in Europe. More than 8.4 million seats were unsold in Serie A in 2014-15, compared to 1.3 million in the Bundesliga and 1.4 million in the Premier League. The reasons for this are directly linked to the old and dilapidated state of Italian football stadiums, both in terms of infrastructure and the range of services on offer.

PROFILE OF PROFESSIONAL FOOTBALL STADIUMS IN 2014-15

	Serie A	Serie B	Lega Pro
<b>Attendance and economic potential</b>			
Total attendance	8,202,731	2,901,708	2,208,727
Number of games	380	472	1,162
Average attendance per game	21,586	6,148	1,901
Average capacity	38,918	15,011	7,978
% of capacity filled on average	55%	41%	24%
Matchday revenues	€ 221,689,293	€ 23,398,806	€ 16,780,866
Potential additional revenues (based on stadiums at full capacity)	€ 177,998,017	€ 33,734,797	€ 53,651,534

	Serie A	Serie B	Lega Pro
<b>Infrastructure profile</b>			
Number of stadiums	16	22	58
Average age	64 years	68 years	59 years
Publicly owned stadiums	81%	100%	98%
Percentage of covered seats	77%	33%	34%
Presence of athletics track	31%	41%	33%
Stadiums used for events other than football matches	69%	27%	42%
Stadiums that use renewable sources of energy	25%	5%	7%
Recycling programmes	63%	68%	57%
Presence of Skyboxes	75%	27%	26%
Presence of sales outlets for commercial activities	69%	27%	45%
Presence of food, drink and commercial areas in hospitality suites	50%	32%	40%

## DEVELOPING SPORTS INFRASTRUCTURE


A large development programme was launched with the ambitious aim of beginning an important process of enhancing the Italian football infrastructural profile. The [Agreement with the Polytechnic University of Milan](#) was particularly important in this regard.

**TOTAL FINANCING FROM FIGC/ICS AGREEMENT: € 80m**

Signed in September 2015, the objective is to set up a “permanent technical laboratory” and include FIGC managers in the process, as well as experts in the field and the world of academia to provide a reference point - offering consultancy and support - for anybody looking to invest in a new facility or renovate an existing one. The whole project will be governed by the principles of high quality and ongoing training.

Furthermore, the Italian version of the [UEFA Guide to Quality Stadiums](#) was written and published in 2015. This highly useful volume draws on the immense experience that UEFA has built up internationally in building sports venues and is an important reference for all the interested stakeholders, including those involved in the design and construction of new stadiums or updating existing facilities.

Finally, late in 2015 the final plans were put into place for the [FIGC and Istituto per il Credito Sportivo \(Sports Lending Institution\) Agreement](#), which was later signed in February 2016. The three-year agreement sees the introduction of a specific financing programme worth **80 million Euros** aimed at improving the UEFA Category of football stadiums, thereby increasing the number of venues that can host National Team matches or fixtures in European competitions. There will also be additional infrastructure projects, such as investment to build and modernise FIGC training centres.

A UEFA UPGRADE	B IMPROVING ENERGY EFFICIENCY	C STRUCTURAL WORK	D FIGC TRAINING CENTRES
<p><b>WHO?</b></p> <ul style="list-style-type: none"> <li>&gt; FIGC affiliated <b>CLUBS</b></li> <li>&gt; <b>PRIVATE</b> owners or concessionaires of venue</li> <li>&gt; <b>LOCAL COUNCILS</b> owning venues</li> </ul> <p><b>HOW MUCH?</b></p> <ul style="list-style-type: none"> <li>&gt; Up to <b>€ 500,000 ZERO INTEREST</b>, with a subsidised rate above that amount</li> </ul> <p><b>HOW?</b></p> <ul style="list-style-type: none"> <li>&gt; Maximum of 10 years for loan repayment (clubs or private owners)</li> <li>&gt; Maximum of 15 years for loan repayment (local councils)</li> </ul> <p><b>Credit limit: € 25m</b></p>	<p><b>WHO?</b></p> <ul style="list-style-type: none"> <li>&gt; FIGC affiliated <b>CLUBS</b></li> <li>&gt; <b>PRIVATE</b> owners or concessionaires of venue</li> <li>&gt; <b>LOCAL COUNCILS</b> owning venues</li> </ul> <p><b>HOW MUCH?</b></p> <p><b>€ 500,000 AT A SUBSIDISED RATE:</b></p> <ul style="list-style-type: none"> <li>&gt; 1.2% for applications from clubs or private entities</li> <li>&gt; 0.45% for applications from local councils</li> </ul> <p><b>HOW?</b></p> <ul style="list-style-type: none"> <li>&gt; Maximum of 10 years for loan repayment (clubs or private owners)</li> <li>&gt; Maximum of 15 years for loan repayment (local councils)</li> </ul> <p><b>Credit limit: € 20m</b> Reserved for subjects applying for the UEFA UPGRADE credit line</p>	<p><b>WHO?</b></p> <ul style="list-style-type: none"> <li>&gt; FIGC affiliated <b>CLUBS</b></li> <li>&gt; <b>PRIVATE</b> owners or concessionaires of venue</li> <li>&gt; <b>LOCAL COUNCILS</b> owning venues</li> </ul> <p><b>HOW MUCH?</b></p> <p><b>FINANCING WITH A DISCOUNTED INTEREST RATE:</b></p> <ul style="list-style-type: none"> <li>&gt; 1% discount for applications from clubs or private entities</li> <li>&gt; 0.7% discount for applications from local councils</li> </ul> <p><b>HOW?</b></p> <ul style="list-style-type: none"> <li>&gt; Maximum of 20 years for loan repayment (clubs or private owners)</li> <li>&gt; Maximum of 25 years for loan repayment (local councils)</li> </ul> <p><b>Credit limit: € 25m</b> Reserved for subjects applying for the UEFA UPGRADE credit line</p>	<p><b>WHO?</b></p>  <p><b>HOW MUCH?</b></p> <p><b>ZERO INTEREST FINANCING</b></p> <p><b>HOW?</b></p> <p><b>MAXIMUM OF 15 YEARS FOR LOAN REPAYMENT</b></p> <p><b>Credit limit: € 10m</b></p>

## INFRASTRUCTURE WORK AT THE FIGC TECHNICAL CENTRE IN COVERCIANO

When it comes to FIGC assets, the main project was [the renovation of the Federal Technical Centre in Coverciano](#), the Association's strategic centre.

The main activity in 2015 involved the following areas: the number of ground staff suppliers was reduced (from two to one), a new mixed artificial turf was laid on pitch 2 and an insurance claim was made to cover damage suffered during the heavy rainfall in August 2015, ensuring the refurbishment expenses were paid for (apart from damage to vegetation and trees that was not included in the policy). A project was also commissioned to reorganise the trees and green spaces at the centre.

Structural projects for 2016 and 2017 were also planned, [amounting to a total investment of around 3 million Euros](#). This is an important programme aimed at making the FIGC's strategic centre an increasingly modern and welcoming environment for the National Team.

### FIGC TECHNICAL CENTRE IN COVERCIANO





Commercial Logo



Institutional Logo (new)

## COMMERCIAL DEVELOPMENT

### ENHANCING FIGC'S BRAND IDENTITY

The policy of enhancing FIGC's brand identity was continued throughout the year. A new "institutional" logo was designed and introduced, along with its usage guidelines, to go with the already existing commercial logo.

### COMMERCIAL AGREEMENTS

In July 2015, a sponsorship agreement was signed between FIGC and Eurovita Assicurazioni, who became the commercial partner of the Italian Referees' Association.



As well as the agreement with RAI to broadcast Italian National Teams matches, various other sponsorship and partnership agreements were finalised throughout 2015.

### TECHNICAL SPONSOR



### TOP SPONSOR



### PREMIUM SPONSOR



### LUXURY PARTNER



### OFFICIAL PARTNERS



### TECHNICAL SUPPLIERS



### FIGC-PUMA STRATEGIC PARTNERSHIP

The strategic partnership with the Association's technical sponsor was further enhanced in 2015. A new agreement was announced in March, on the eve of Italy's friendly against England, that will see worldwide sports brand PUMA work side-by-side with FIGC as their main partner for the next ten years.

Under the terms of the new agreement, PUMA has extended its brand rights, renewed its exclusive Master License to actively manage the entire FIGC product portfolio and will carry on as the official technical supplier for all Italian National Teams. According to the terms of the agreement, FIGC and PUMA will also carry out a series of projects aimed at [developing the Association and National Teams' brand identity on a global scale](#), as well as continuing to develop the football system as a whole. In this regard, joint investment in marketing is planned to develop the main activities in the FIGC programme: youth football, women's football, the fight against racism and internationalising the brand.

FIGC and PUMA also worked together to organise the unveiling of the National Teams' new official kits in 2015.



Unveiling the new Italy home kit inside the prestigious Palazzo Vecchio in Florence

Finally, the second half of 2015 saw the planning of a new joint project between FIGC and PUMA called ["Il Viaggio"](#) (The Journey), which was presented at the beginning of 2016. It will offer young US and Canadian players aged 16 and 17 the opportunity to take part in a unique experience and get to know Italian football.



## FIGC'S INTERNATIONAL PROFILE

### Sports activity

**63%** of the **177** matches featuring Italian National Teams in 2015 were played abroad (12 in Portugal, 9 in Bulgaria, 8 in Macedonia and in Germany, 6 in Serbia, while the remaining 68 matches were held in 22 other countries).

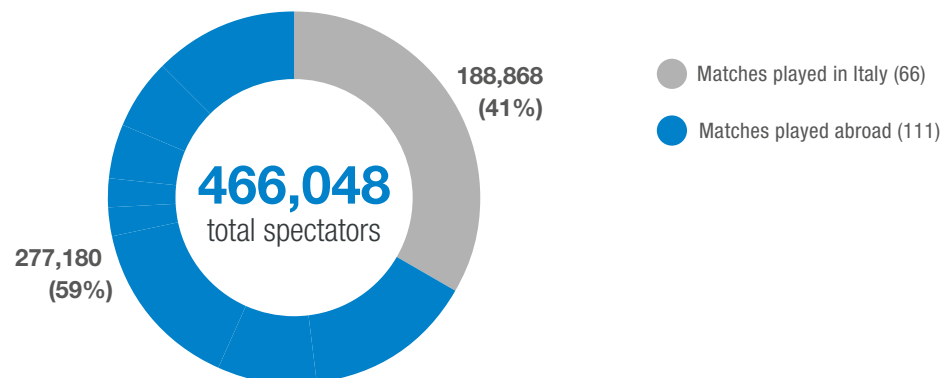
### Stadium attendance

In 2015, 59% of spectators attending matches featuring Italian National Teams were at games held outside of Italy, amounting to a total of **277,180** spectators.

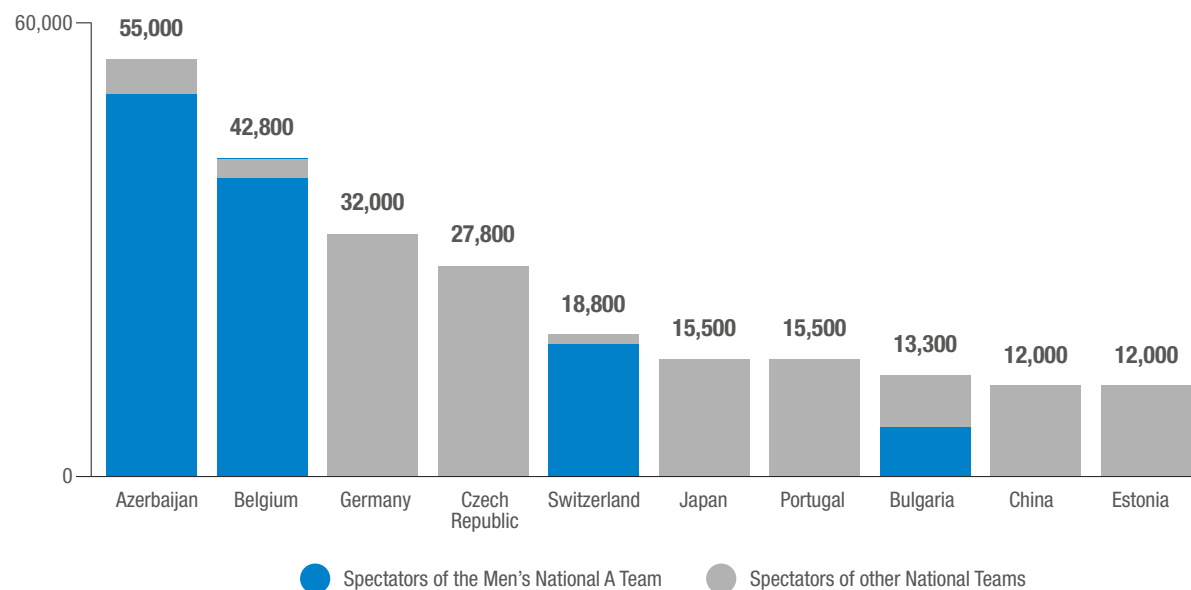
### Cumulative audience and visibility for FIGC sponsors

On a global scale, the overall number of television viewers who watched programmes containing images and content relating to the A National Team and the Under 21 Team in 2015 (cumulative audience) was over **1.1 billion**. The match with the highest audience was Croatia - Italy on 12 June 2015, with over 90 million television viewers. The collective duration of broadcasts was over 507 hours, with over **266** hours of visibility for FIGC sponsors.

TOTAL SPECTATORS FOR ITALIAN NATIONAL TEAMS MATCHES IN 2015



SPECTATORS AT MATCHES PLAYED ABROAD - TOP 10 NATIONS





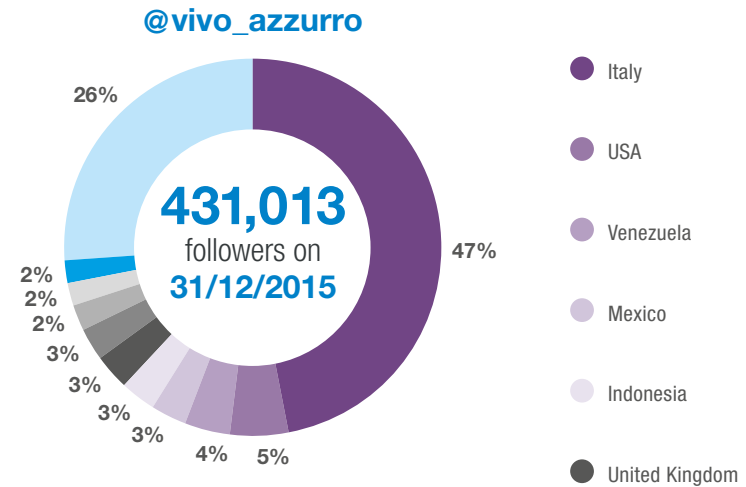
DIGITAL PROFILE

Looking at FIGC's official digital platforms, on 31 December 2015 people outside of Italy make up

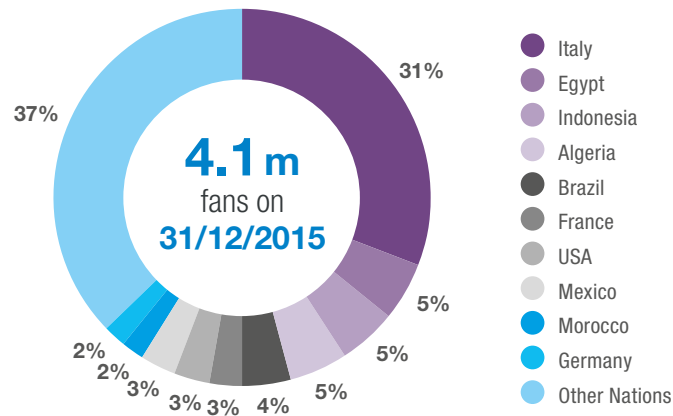
**f** **69%** of more than 4.1 million Facebook fans

**t** **61%** of almost 800,000 Twitter followers

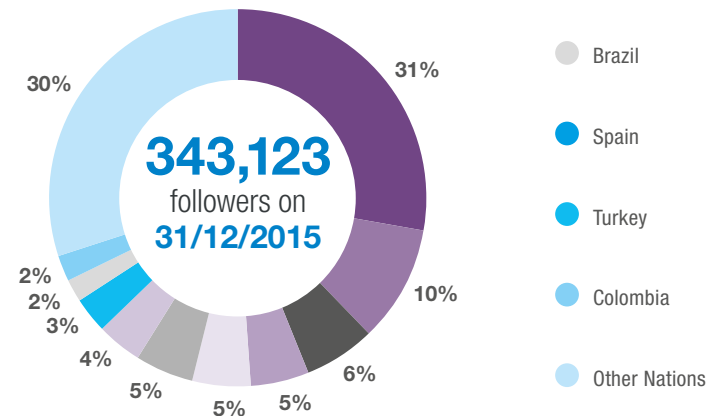
FOLLOWERS OF ITALIAN NATIONAL TEAMS' TWITTER PROFILES: COUNTRY BREAKDOWN



FANS OF ITALIAN NATIONAL TEAMS' FACEBOOK PAGE: COUNTRY BREAKDOWN



**@azzurri**

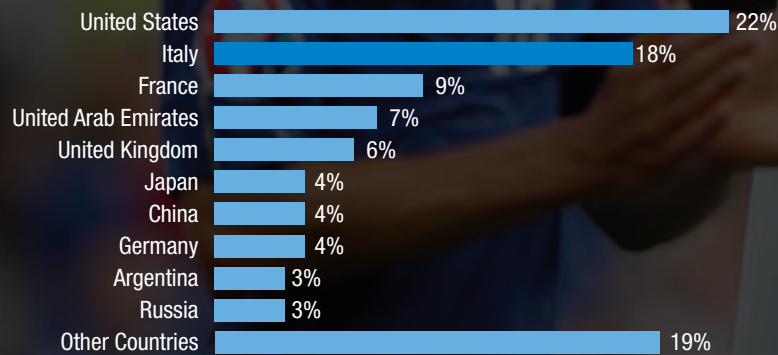




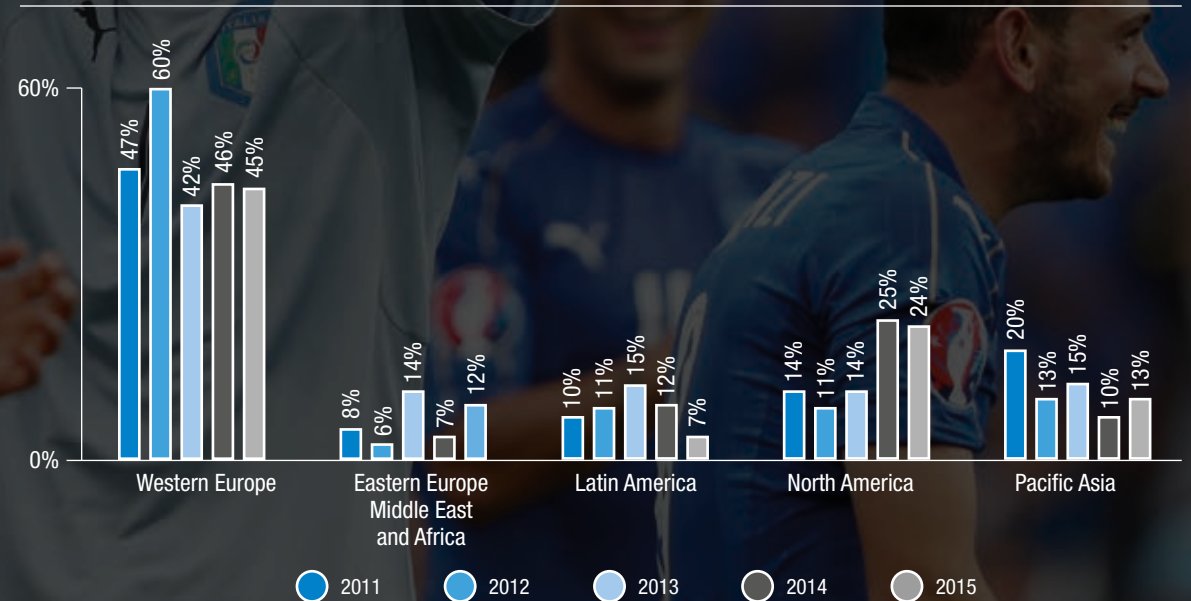
### COMMERCIAL PROFILE

In 2015, 82% of net sales from official FIGC-PUMA merchandising was generated abroad. The United States, France and the United Arab Emirates represent the main foreign markets.

FIGC-PUMA MERCHANDISING NET SALES - TOP 10 MARKETS IN 2015



FIGC-PUMA MERCHANDISING: NET SALES BY GEOGRAPHIC AREA 2011-2015



## ENHANCING FIGC'S INTERNATIONAL PROFILE

Over the course of 2015, FIGC's governance strategy was marked by a concerted effort to enhance the international image and reputation of the Association, of Italian football as a whole and of the "Made in Italy" brand.

In regard to Italian representation in the main international institutions, in 2015 UEFA reorganised its committees, expert panels and disciplinary bodies for the 2015-19 mandate, **appointing 18 Italians as opposed to the 14 appointed for the previous mandate.** UEFA has expressed formal appreciation for the **4 Italian female representatives** appointed.



Italian referee Nicola Rizzoli was named the World's Best Referee in 2014 and 2015 by the International Federation of Football History & Statistics (IFFHS). Established in 1987, the award had already been won by two other Italian referees: Pierluigi Collina (who won the award six times in a row between 1998 and 2003) and Roberto Rosetti in 2008

## COMPOSITION OF UEFA COMMITTEES, EXPERT PANELS AND DISCIPLINARY BODIES: ITALIAN REPRESENTATIVES FOR 2015-2019 MANDATE



### COMMITTEES AND DISCIPLINARY BODIES

Executive Committee

Finance Committee

HatTrick Committee

Development and Technical Assistance Committee

National Team Competitions Committee

Futsal and Beach Soccer Committee

Club Licensing Committee

Stadium and Security Committee

Medical Committee

Players' Status, Transfer and Agents and Match Agents Committee

Legal Committee

Fair Play and Social Responsibility Committee

Football Committee

Appeals Body

Club Competitions Committee

Professional Football Strategy Council

Referees Committee

### UEFA EXPERT PANELS

Administrative Expert Panel

Grassroots Football Panel

Jira Panel

Referee Convention Panel

Anti-doping Panel

## ITALIAN MEMBERS AT FIFA LEVEL



Involvement of FIGC representatives in numerous worldwide workshops and conferences is evidence of the progress made in the managerial profile on the international stage

- 1 > Referees Committee
- 2 > Organising Committee for the Olympic Football Tournaments
- 3 > Football Committee
- 4 > Audit and Compliance Committee
- 5 > Beach Soccer Committee
- 6 > Media Committee
- 7 > Dispute Resolution Chamber
- 8 > Committee for Club Football
- 9 > Organising Committee for the FIFA U-20 Women's World Cup

The progress made in the managerial profile on the international stage can be seen by the involvement of FIGC representatives in numerous workshops and conferences worldwide. Further evidence is shown by the [organisation of the Italian edition of the UEFA Certificate in Football Management](#). From a more specific planning point of view, the programme that stood out most in 2015 was the “Made in Italy on the field” initiative.

## “MADE IN ITALY ON THE FIELD” PROJECT

In August 2015, FIGC signed an agreement with the Ministry of Economic Development (MISE) in order to pursue the aim of promoting our country's image and top-quality products on a global scale, using the [Italian National Teams' matches abroad as a key facilitator in this process](#). Throughout 2015, events were put on around the A National Team's away matches in Baku on 10 October 2015 and Brussels on 13 November 2015. As part of these occasions, Italy's four World Cup trophies were displayed, high-profile figures were involved and multi-sector workshops were planned, with master-classes, meetings with Italian and foreign businesses and displaying Italian products and brands to international companies, institutions, local opinion makers and press and broadcast journalists.



The MISE partnership resulted in the organisation of a friendly match in September 2015. Set up in collaboration with the Ministry for Foreign Affairs, the Italian Players' Union and the Rome 2024 Olympics Committee, the contest featured the "Azzurri Stars", a National Team made up of former players and other stars of Italian football, and a Congo representative. The match - which was used to officially open a new stadium in Brazzaville in front of **35,000 spectators** - was further testament to how football, and particularly Italian football, is a powerful vehicle for bringing people from different cultures together.



From a strategic perspective, the most significant project in 2015 was the "Made in Italy on the field" initiative



## BIG EVENTS

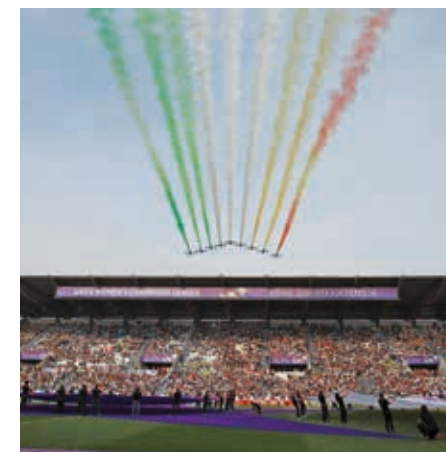
Over the course of 2015, further testament to FIGC's international growth was provided by another area of paramount strategic importance: Big Events, starting with activities planned in connection with the [2 UEFA Champions League finals](#). Following the decision on September 2014 to award Milan the men's final (28 May 2016), in early 2015 UEFA approved FIGC's request to hold the women's final at the Stadio Città del Tricolore in Reggio Emilia on 26 May 2016.

FIGC is also preparing to tackle new and significant challenges in the future, ranging from organising part of UEFA EURO 2020 in Rome to the recently submitted bid to host the 2019 European Under 21 Championship in Italy.

As regards to other international events, another important and successful project was the [Main Round of the FIFA Futsal World Cup Qualification](#) that was held in Puglia (Bari and Bisceglie) in December 2015 ahead of the finals in Colombia in 2016. The occasion secured significant results in terms of promoting the event, generating interest, engaging with local entities (especially football schools



Being awarded the two finals is yet more proof of how much Italian football can contribute to developing the country's image and revitalising the competitiveness of the Italian economy



and schools), media coverage and perceived quality of organisation. In terms of public interest, there were around **10,000 spectators** overall for the three Italy matches, with venues filled to around 80% capacity on average.

## ECONOMIC IMPACT OF BIG EVENTS IN FOOTBALL: CASE STUDIES

Economic impact of the UEFA Europa League Final 2013-14  
(Juventus Stadium, Turin)

**€ 17.5m** ▶ Overall economic impact

**72%** = **€ 12.6m**  
Overall benefit for local area

### Sectors that benefited:

- > Hotels and accommodation **(5.4m)**
- > Food & Beverage **(2.6m)**
- > Shopping **(1.2m)**
- > Leisure time **(0.5m)**
- > Transports **(0.2m)**
- > Event production **(2.6m)**

Economic impact  
Men's UEFA Champions League Final 2008-09 in Rome

Overall economic impact **€ 45m**

compared to 44.5 million Euros in Moscow 2008 and 26 million Euros in Athens 2007, coming from fan spending in bars, nightclubs, shops, hotels, city attractions and betting outlets, as well as investment from sponsors and organisers for promotional activities held in the city.



## CULTURAL HERITAGE AND FAN ENGAGEMENT

Progress in this respect focused on consolidating the main projects carried out over recent years.

*The Hall of Fame of Italian Football* is the award established in 2011 by FIGC and the Football Museum Foundation to celebrate individuals who have left a permanent mark on Italian football, in different roles and from different periods.



### UPDATED COMPOSITION OF HALL OF FAME OF ITALIAN FOOTBALL

#### Italian players:

Roberto Baggio (2011), Paolo Maldini (2012), Franco Baresi (2013), Fabio Cannavaro (2014), Gianluca Vialli (2015).

#### Foreign players:

Michel Platini (2011), Marco Van Basten (2012), Gabriel Batistuta (2013), Diego Armando Maradona (2014), Ronaldo Luis Nazario de Lima (2015).

#### Italian coaches:

Arrigo Sacchi (2011), Marcello Lippi (2011), Giovanni Trapattoni (2012), Fabio Capello (2013), Carlo Ancelotti (2014), Roberto Mancini (2015).

#### Italian football executives:

Adriano Galliani (2011), Giampiero Boniperti (2012), Massimo Moratti (2013), Giuseppe Marotta (2014), Corrado Ferlaino (2015).

#### Referees:

Pierluigi Collina (2011), Luigi Agnolin (2012), Paolo Casarin (2012), Cesare Gussoni (2013), Sergio Gonella (2013), Stefano Braschi (2014), Roberto Rosetti (2015).

#### Veteran Italian players:

Gigi Riva (2011), Dino Zoff (2012), Gianni Rivera (2013), Sandro Mazzola (2014), Marco Tardelli (2015).

#### Female Italian players:

Carolina Morace (2014), Patrizia Panico (2015).

#### Posthumous awards:

Giovanni Ferrari, Giuseppe Meazza, Silvio Piola, Gaetano Scirea, Enzo Bearzot, Fulvio Bernardini, Vittorio Pozzo, Ferruccio Valcareggi, Ottorino Barassi, Artemio Franchi and Giovanni Mauro in 2011; Valentino Mazzola, Angelo Schiavio, Nereo Rocco and Concetto Lo Bello in 2012; Eraldo Monzeglio in 2013; Ferruccio Novo, Carlo Carcano and Giacomo Bulgarelli in 2014; Giacinto Facchetti, Helenio Herrera and Umberto Agnelli in 2015.





ANTONIO GHIRELLI NATIONAL FOOTBALL LITERATURE AWARD

Together with the “Italia tifa bene” (Italy fair support) Photo Contest. During the fourth edition of this initiative, the following works received awards:



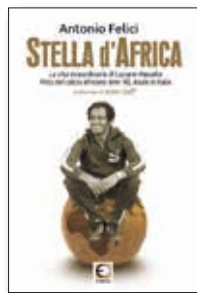
“Il capanno sul porto”  
(Hut on the Harbour)

by *Italo Cucci*  
(Narrative Category)



“Il calcio dimenticato, Toro, Genoa, Milan, Juve, il pallone dei pionieri”  
(Forgotten Football: Toro, Genoa, Milan, Juve - the pioneers’ game)

by *Fabrizio Turco and Vincenzo Savasta*  
(Non-Fiction Category)



“Stella d’Africa”  
(Star of Africa)

by *Antonio Felici*  
(Football Fairy Tales Category)



“La preparazione fisica per ruoli”  
(Physical training for different positions)

by *Agostino Tibaudi and Matteo Basile*  
(Technical and Specialised Study Category)



“Mio figlio è un fenomeno”  
(My son is a world-beater)

by *Fabio Benaglia*,  
(Marco Ansaldo Special Mention)



The winning entry of the Photo Contest (by Giuseppe Melone)

**Pallone Azzurro Award:** the vote for the four best Azzurri players of 2014 took place in December 2014 and was split into two phases: a preliminary round and a final round. **Almost 100,000 users took part**

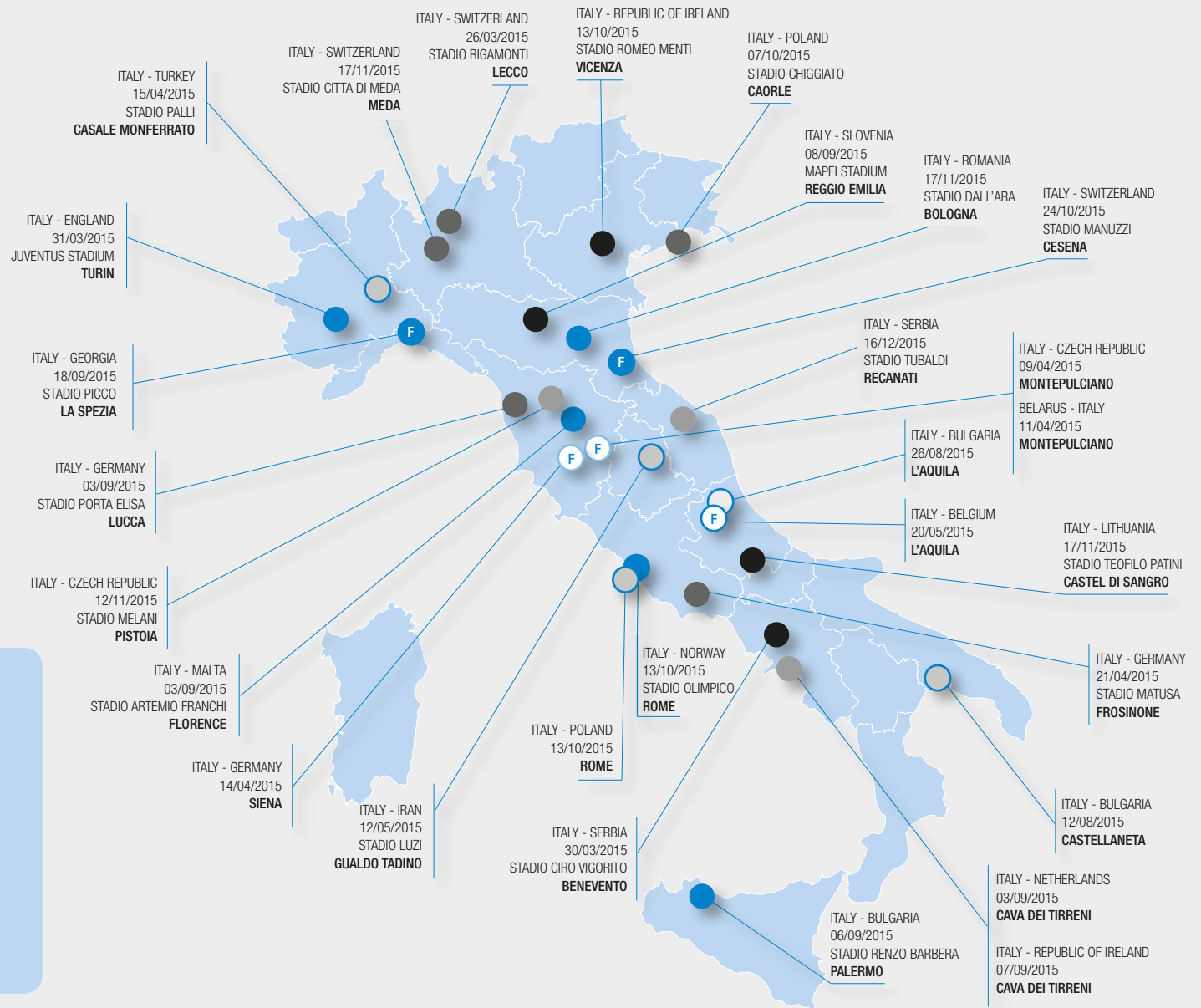
**in the poll on FIGC social media platforms.** The two previous editions were dedicated exclusively to the men's A National Team and were won by Andrea Pirlo (2012) and Gianluigi Buffon (2013) respectively.



## “CITTA’ AZZURRA”: 2015 EVENTS

**Città Azzurra (Azzurri Football Cities):** based on the new format put in place by FIGC governance, promotional events were organised around both the men’s A National Team and many other Italian National Teams playing at home. **The overall number of events organised in 2015 was 29**, 18 featuring youth National Teams and six women’s National Teams. The estimated number of people involved in the events was **around 25,000**.

- A NATIONAL TEAM
- UNDER 21
- UNDER 20
- UNDER 19
- UNDER 18
- UNDER 16
- F WOMEN’S A NATIONAL TEAM
- F WOMEN’S UNDER 19 NATIONAL TEAM
- F WOMEN’S UNDER 17 NATIONAL TEAM



The main activities that were planned in each location included displaying the World Cup trophies, educational programmes in schools, training seminars for various professionals (mainly sports journalism), workshops at universities, meetings with coaches working in youth football, social and grassroots activities. The [project's visual identity](#) was also enhanced in order to build up a high-impact and easily recognisable format.



### THE GEOGRAPHY OF FOOTBALL

*FIGC seminar at the Sapienza University of Rome*

The “Geography of Sustainable Football” told through migration flows, the globalisation of football and other key points of a phenomenon that is increasingly more of a social issue. This was on the agenda in May 2015 at the Sapienza University of Rome’s Faculty of Literature and Philosophy during a seminar featuring speakers from FIGC. Beginning with statistics on Italian football, the lessons went on to examine topics relating [to the role of football as a social integrator](#), football’s take on the relationship between man and the territory and the essential role of social media in footballing interactions within the digital world.



1



2



3



4

**Città Azzurra:** display of World Cup trophies (1), Italian National Team head coach Antonio Conte meeting schoolchildren in Casale Monferrato (2), Turin Grassroots Festival (3), approximately 100 people at a meeting between youth-team coaches and executives and specialists from Club Italia, the Technical Sector and the Youth and School Sector (Florence, Città Azzurri) (4).



## THE CULTURAL HERITAGE OF ITALIAN FOOTBALL: THE FOOTBALL MUSEUM FOUNDATION



### The Football Museum Foundation

The Centre for the Historical and Cultural Documentation of Football was set up in 1995 at the Federal Technical Centre in Coverciano. It is where the Association stores the memories and history of the Italian National Team from the 1930s until today.

### The Football Museum encompasses 6 rooms:

- > 1934 and 1938 FIFA World Cup victories and the 1936 Berlin Olympics
- > Pennants and international champions
- > History of FIGC and Italian football
- > Triumphs at the 1968 UEFA European Championship and 1982 FIFA World Cup
- > Italy's near misses
- > Winning the 2006 FIFA World Cup and the Hall of Fame of Italian Football

Overall, the museum contains **800 mementos** of different kinds. The Football Museum was visited by **9,000 people** in 2015. Among the numerous initiatives carried out over the year, the sixth edition of "Football Culture" stands out. This educational programme is aimed at primary and secondary schools and involved around **1,000 children** in 2015.

# 9,000

visits to the Football Museum  
in 2015



## ENHANCEMENT OF THE SOCIAL DIMENSION

In 2015, FIGC continued the progress achieved so far on enhancing the social dimension carried done by the Association and the whole Italian football family, by implementing numerous initiatives. As proof of FIGC's institutional role and the importance of football as a vehicle for positive values, partnerships were set up with non-profit organisations supporting fundraising and awareness campaigns; other campaigns

were supported and developed around socially relevant topics; and educational programmes aimed at younger generations were set up.

FIGC continued the progress made in enhancing the social responsibility path done by the Association and the whole Italian football family

### DIFFERENT ABILITY

FIGC renewed its support to **Special Olympics** for the eighth year running in 2015. The Italian organisation is part of the international programme setting up training sessions and putting on athletics competitions for people with mental disabilities, present in more than **170 countries** worldwide.



## FAIR PLAY, RESPECT, VALUES AND EDUCATION

### Campaign against violence towards women

On 25 November 2015 - the International Day for the Elimination of Violence against Women - FIGC led an initiative in which Women's National Team coach Antonio Cabrini, Women's National Team captain Melania Gabbiadini and Men's A National Team captain Gianluigi Buffon took part. The hashtag [#bastaviolenza](#) (no more violence) and the slogan ["Rispetta le donne, dai un calcio alla violenza"](#) ("Respect women, kick out violence") were published on FIGC's websites and social media profiles, with the objective of spreading a message designed to fight a social phenomenon which is sadly of great relevance in our country.

### Commemoration of the 30th anniversary of the Heysel disaster

The Azzurri marked the [30th anniversary of the Heysel disaster](#) when Italy played against Belgium in Brussels on 13 November 2015. The Heysel disaster took place on 29 May 1985: ahead of kick-off in the European Cup final between Juventus and Liverpool, rioting from Liverpool fans led to the deaths of 39 people, the majority of whom Italian.

### Commemoration for players killed during World War One

To mark the 100th anniversary of Italy - Switzerland on 31 January 1915, the National Team's last game before it ceased to play inter-

national football due to Italy's involvement in World War One, FIGC teamed up with CONI to hold a [commemoration ceremony for players killed during World War One](#). The ceremony was held at the entrance to the VIP Tribune at the Stadio Olimpico in Rome on 30 January 2015.

### FIFA Fair Play Days 2015

Procedures set out by FIFA were adopted for the A National Team's matches against Malta in Florence on 3 September 2015 and Bulgaria in Palermo on 6 September 2015, as well as for the Under 21 National Team's match against Slovenia in Palermo on 8 September 2015.

The Azzurri commemorated the 30th anniversary of the Heysel disaster when they played against Belgium in Brussels on 13 November 2015



In 2015, FIGC once again adopted the guidelines contained in UEFA's social responsibility campaign "Respect", which was launched in 2008

## YOUTH AWARENESS

Every year, the FIGC Youth and School Sector runs a wide range of local activities across the regions of Italy, with the objective of raising awareness among young players. An analytical description of such activities can be found in the chapter on developing the youth sport dimension.

### Conte and Cabrini meet students from Casale Monferrato

To mark the 100th anniversary of Casale Fbc's Serie A title win and show support for the Casale Monferrato area, which had been plagued by asbestos problems, on 15 April 2015 the CONI President, senior figures from FIGC and coaching staff from the men's and women's National Teams met students from a range of local schools. The event was part of a series of events organised in partnership with the Ministry of Education and Casale Fbc.

### UEFA Respect Campaign

In 2015 as in every year, FIGC adopted the guidelines recommended by UEFA in regard to the "Respect" social responsibility campaign, which was launched by UEFA in 2008 and is carried forth in all UEFA affiliated Associations. All European competitions saw the application of the procedures established by UEFA for international matches.



## AIA SOCIAL ACTIVITY



In 2015, the Italian Referees' Association helped support the following activities during Serie A matches:

- > Action Aid "Cibo per tutti" (Food for all)
- > AIL
- > AIRC "I Giorni della Ricerca" (Research Days)
- > Associazione Vittime del Dovero
- > Forum Nazionale dei Giovani "Non mi gioco il Cuore" (I don't play my hearth)
- > National ALS Day
- > #ioleggoperché, nationwide programme promoting books and reading
- > Doctors Without Borders
- > OXFAM "Con le donne per vincere la fame" (With women against hunger)
- > Special Olympics "European Football Week"
- > Save The Children "Everyone"
- > Telethon
- > VIVA! / Kids Save Lives



**FUNDRAISING FOR NON-PROFIT ORGANISATIONS**

In 2015, FIGC continued to run initiatives in favour of non-profit organisations, providing its support to fundraising activities promoted by a range of organisations.

- > Online auctions (via the Charity Stars platform)
- > AIRC



FPRC president Allegra Agnelli with the mayor of Candioli in front of National Team memorabilia

- > Fondazione Piemontese per la Ricerca sul Cancro - FPRC - (Piedmontese Foundation for Cancer Research)
- > Susan G. Komen (international organisation combating breast cancer)
- > Crowdfunding Project (promoted by Nicla Peruzzi, who was born with nail-patella syndrome and ran a crowdfunding campaign to fund her studies to work in the non-profit sector).

**FUNDRAISING CAMPAIGNS**

In 2015, FIGC lent its support to promoting fundraising campaigns on topics of social interest led by organisations active in Italy and abroad.



- > DON GNOCCHI FOUNDATION - children's health
- > VERONESI FOUNDATION - paediatric oncology
- > DOCTORS WITHOUT BORDERS - mother and child healthcare
- > UNHCR - refugee crisis

FIGC lent its support to promoting fundraising campaigns



Around the Christmas period, FIGC made donations to the Italian Committee for UNICEF, the United Nations Children's Fund with a mandate to protect and promote the rights of boys, girls and adolescents all over the world

## DONATIONS

### SOCIAL INITIATIVES FUND

In 2015, FIGC continued to use the Social Initiatives Fund to finance scientific research projects and help promote charitable initiatives by supporting social, cultural and scientific research organisations. **Over 40,000 Euros were donated in 2015.** These funds helped to support non-profit organisations running scientific research, aid and inclusion projects to help those in need in Italy and across the world.

### IL CALCIO PER GENOVA

Il Calcio per Genova (Football for Genoa) was a solidarity campaign launched by FIGC in partnership with Lega Serie A, Lega Serie B, Lega Pro, LND, AIA, AIAC and AIC following the flooding that struck Liguria in November 2014. In 2015, the results of the fundraising campaign - which coincided with the Italy - Albania friendly match in Genoa on 14 November 2014 - were announced. Led by FIGC, the world of football made a significant contribution to support primary football facilities in the area (**repair work at 37 facilities and supply of 15 mobile sports facilities**), helping to relaunch youth and amateur football in the flood-hit towns of Liguria.

## DONATION OF SPORTS GEAR

FIGC contributes to the organisation of sports events, social initiatives and fundraising activities through the donation of sports gear or promotional material, which is used for sporting activity or charitable purposes. In 2015, FIGC granted a large number of requests **for a total value of 105,000 Euros.**

### CHARITABLE PURCHASES

Around the Christmas period, FIGC showed its support for the Italian Committee for UNICEF, the United Nations Children's Fund with a mandate to protect and promote the rights of boys, girls and adolescents all over the world and improve their living conditions. The Association contributed to **the organisation's fundraising activities** by purchasing UNICEF greeting cards.

### AWARDING OF INSTITUTIONAL PATRONAGE

FIGC awards institutional patronage to cultural, sporting, social and awareness initiatives. **In 2015, patronage was awarded 66 times**, 18 for sporting activities, 26 for cultural initiatives and 22 for social projects.

## OTHER SOCIAL INITIATIVES

### SAVE THE CHILDREN “EVERY ONE”

For the seventh year running, during 2015 FIGC supported Save the Children’s [Every one](#) campaign, which aims to reduce infant mortality and stop the silent deaths of nearly 6 million children under the age of 5 due to preventable and curable illnesses every year.

### ITALIAN NATIONAL TEAM COACH VISITS ROME’S BAMBINO GESÙ AND GENOA’S GASLINI HOSPITAL

The objective of this initiative was to show support from the world of football for people with illnesses and their families, [highlighting the dedication](#) shared among doctors, nurses, young patients as it is within the National Team, emphasising the importance of team work.



### ACTION AID “CIBO PER TUTTI”

When Italy played Azerbaijan in Baku in October, FIGC showed its support for Action Aid’s [“Cibo per tutti” \(Food for all\)](#) campaign, which was taking place to mark the end of EXPO 2015 and the upcoming World Food Day.

### AIRC

FIGC used the Italy - Romania match at the Stadio Dall’Ara in Bologna on 17 November to show its support for the [“I Giomidella Ricerca” \(ResearchDays\)](#) awareness and fundraising campaign run by AIRC to fund scientific research. It was the fifth consecutive year FIGC has given its backing to the campaign.

### AIL

Launched in 2011, FIGC’s partnership with the Italian Association against Leukaemia, Lymphoma and Melanoma (AIL) continued in 2015 with support for [the Association’s fundraising campaigns](#).

FIGC lent its support to Save the Children for the seventh year running



## FIGHT AGAINST RACISM AND DISCRIMINATION

The number of foreign players registered with FIGC has increased by an average of 5% per year over the last 5 seasons

FIGC continued to campaign against racism and discrimination in 2015. The Association was involved in a wide range of activities designed to promote inclusion and reject discrimination.

### Football as a vehicle for integration: foreign players in Italy

By way of illustration of football's increasingly important role as a vehicle

for integration, it is worth remembering that the number of foreign players registered with FIGC has increased by an average of 5.0% per year over the past 5 seasons, reaching a total of **57,270** in 2014-15, 70% of whom were accounted for by the Youth and School Sector. In 2014-15, there were 10,284 foreign players under the age of 18 (the main countries of origin being Albania, Romania and Morocco).



### FARE CAMPAIGN: FOOTBALL PEOPLE WEEKS

In 2015, FIGC continued to support the [Action Week](#) against discrimination, which is organised across Europe every year by Football Against Racism in Europe (FARE).



### NO TO RACISM TWITTER CAMPAIGN

FIGC used the A National Team's match against England in Turin on 31 May 2015 to promote the "No To Racism" initiative, launching a Twitter campaign around the #NoToRacism hashtag in partnership with the English FA.



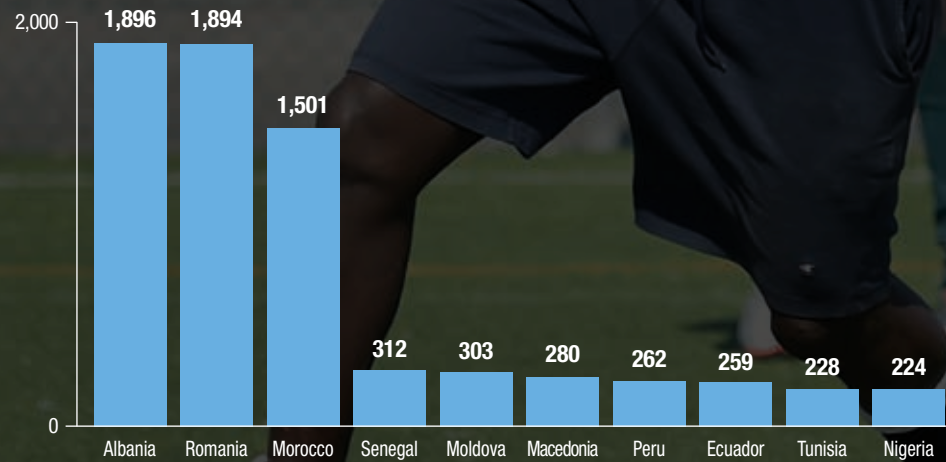
BREAKDOWN OF FOREIGN REGISTERED PLAYERS

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	CAGR 2010-2015
Amateurs	13,145	14,096	14,292	14,712	16,328	+5.6%
Youth and School Sector	32,905	34,809	35,829	37,750	39,609	+4.7%
Young Professionals	530	513	520	623	598	+3.1%
Professionals	622	786	684	720	735	+4.3%
<b>TOTAL</b>	<b>47,202</b>	<b>50,204</b>	<b>51,325</b>	<b>53,805</b>	<b>57,270</b>	<b>+5.0%</b>

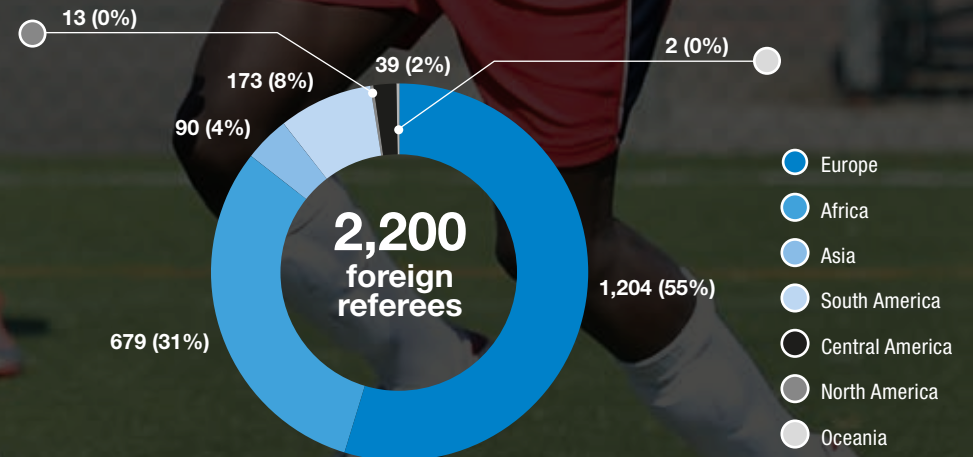
BREAKDOWN OF FOREIGN MINORS REGISTERING FOR THE FIRST TIME BY CONTINENT OF ORIGIN

	2011-2012	2012-2013	2013-2014	2014-2015	CAGR 2011-2015
Europe	4,805	5,094	5,114	5,517	+4.7%
Africa	3,097	3,282	3,168	3,088	-0.1%
Asia	589	660	673	768	+9.2%
South America	798	481	687	748	-2.1%
Central America	101	400	113	123	+6.8%
North America	42	38	34	36	-5.0%
Oceania	2	14	4	4	+26.0%
<b>TOTAL</b>	<b>9,434</b>	<b>9,969</b>	<b>9,793</b>	<b>10,284</b>	<b>+2.9%</b>

FOREIGN MINORS REGISTERING FOR THE FIRST TIME, IN 2014-15 - TOP 10 COUNTRIES OF ORIGIN



REGISTERED FOREIGN REFEREES BY CONTINENT OF ORIGIN, 2014-15



## FOOTBALL AND INTEGRATION CONFERENCE

As part of the Città Azzurra project, the Italy - Romania match which took place in Bologna on 17 November 2015 saw FIGC organise a meeting on “Football and Integration” at the local Liceo Galvani school. Representatives from both the Italian and Romanian Football Associations took part.

FIGC devised and launched the “Racists? Ugly race” project in 2015



## “RAZZISTI? UNA BRUTTA RAZZA”

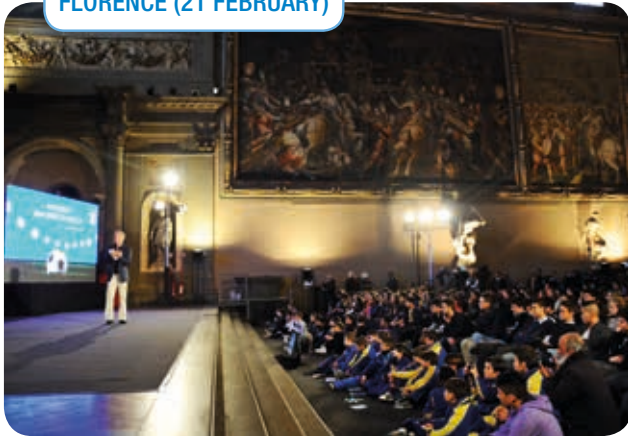
FIGC launched the “Razzisti? Una brutta razza” (Racists? Ugly race) project in 2015, which aims to combat racism in football by raising awareness in young players through meetings and moments of reflection held all over Italy. The project includes 20 meetings in the 20 Italian regions over a two-year period (2015 and 2016), with participation from young male and female players from various football clubs. The first 6 stages of the project took place in 2015, with over 2,000 primary and secondary school students taking part.

Each stage includes an educational programme supported by trainers and coaches from Youth and School Sector clubs, an institutional meeting complete with press conference and a talk show targeted at young people involving figures from the world of football, show business, culture and politics. In 2016, a new format was introduced using the [www.razzistiunabruttarazza.it](http://www.razzistiunabruttarazza.it) website, whereby participants in each regional phase upload their videos on the topic of integration. The best videos will be selected and the winners from each regional stage honoured by FIGC representatives at a special event in their region.

“RAZZISTI? UNA BRUTTA RAZZA” PROJECT 2015

PROGRAMME

FLORENCE (21 FEBRUARY)



TURIN (30 MARCH)



CATANZARO (17 APRIL)



BARI (26 MAY)



CESENA (18 JUNE)



MATERA (29 SEPTEMBER)





### “RETE!” PROJECT

In 2015, FIGC launched the “RETE!” (GOAL!) project with the objective of promoting inclusivity through football as an educational tool for integration. The project is aimed at [unaccompanied foreign minors who live](#) at the Ministry of the Interior’s [Protection System for Asylum Seekers and Refugees \(SPRAR\) Centres](#). The project was honoured with a special mention from CONI and the Ministry of Labour and Social Policy as part of the “Sport and Integration” project.

Participants in the final phase of the tournament were guests at the fifth stage of the “Razzisti? Una brutta razza” (Racists? Ugly race) project, which took place at the Teatro Verdi in Cesena on 18 June 2015. The winning team, Horizont from Caltagirone, was presented with their trophy by members of the evening’s talk show panel, which included Fiona May, Antonio Cabrini and Nicola Rizzoli.



56  
237  
116  
24  
16

Regional educational meetings

Young players participating in sports activities

Participants at the final phase in Cesena (June 2015)

SPRAR centres taking part in sports activities

SPRAR centres involved in the final phase

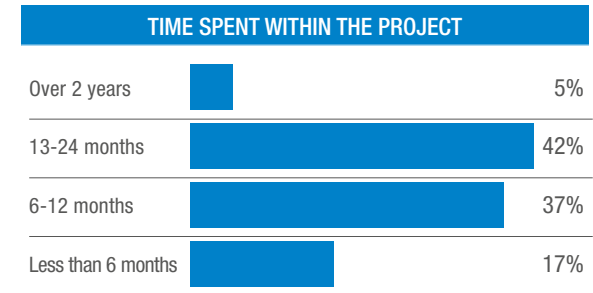
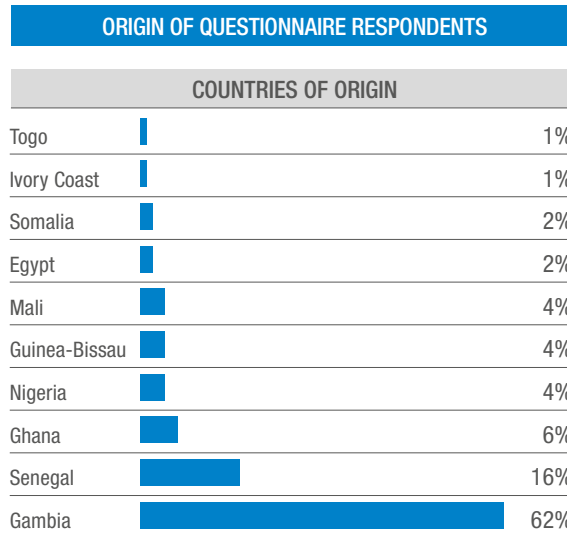




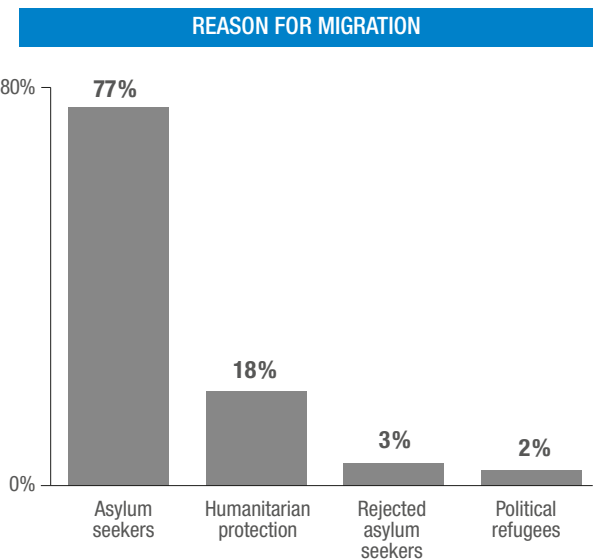
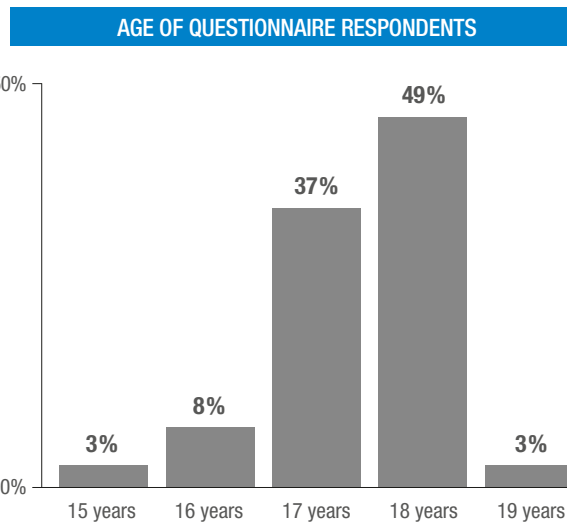
“RETE!” project

Study on effects of football in people with vulnerabilities

As part of the “RETE!” project, FIGC teamed up with the Università Cattolica del Sacro Cuore in Rome to carry out a scientific study on the [effects of football in people with vulnerabilities](#). This made it possible to demonstrate the extent to which football is a key facilitator of integration and has a positive influence on the wellbeing of the young players involved. The responses of participants showed that football is a powerful way of promoting inclusivity and generates wellbeing. The study was conducted on **116 young players from 10 different African countries**, with a particularly high number who had been forced to come to Italy from Gambia and Senegal as asylum seekers and subsequently requested humanitarian protection. The average duration of the young players’ stay in the centres is between 6 months and 2 years. The study illustrated how football allowed these people to overcome social and cultural barriers, helping them achieve a better level of well-being through interaction with their peers.



The study was conducted on 116 young players from 10 different African countries, with a particularly high number from Gambia and Senegal

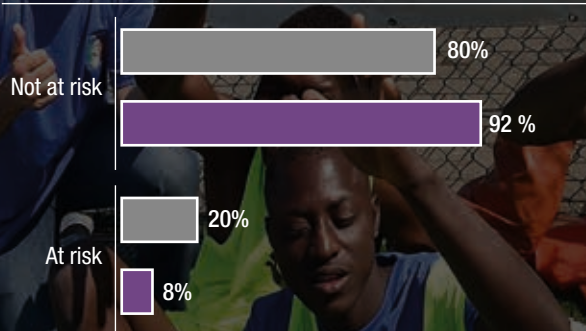




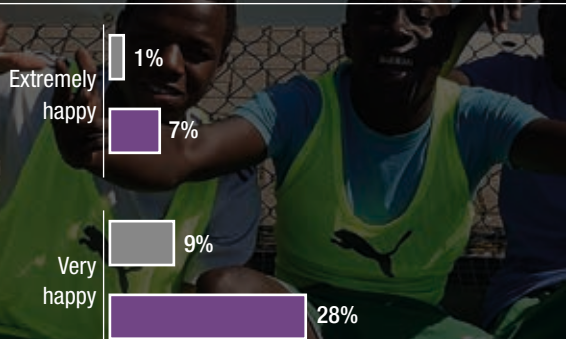
# 2015 RETE!

## EFFECTS OF FOOTBALL IN PEOPLE WITH VULNERABILITIES

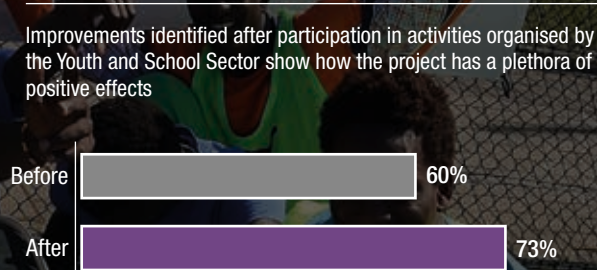
### DECREASE OF YOUNG PEOPLE "AT RISK" OF DEPRESSION



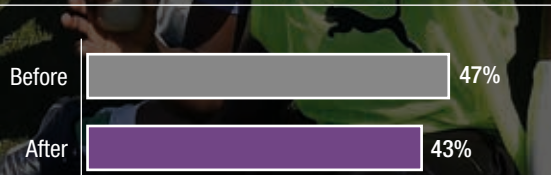
### INCREASE IN YOUNG PEOPLE'S "HAPPINESS" AFTER FOOTBALL



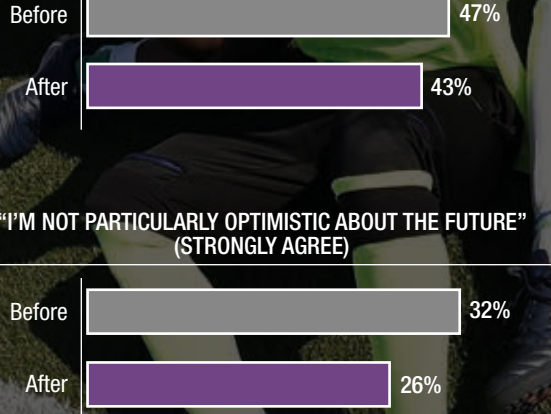
### "BEING IN A TEAM IS LIKE HAVING A FAMILY" (AGREE)



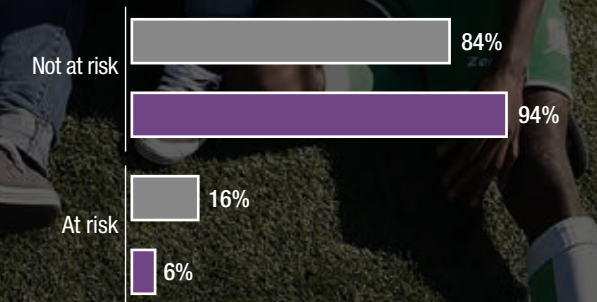
### "I'M NOT SURE THINGS WILL WORK OUT FOR ME"



### "I'M NOT PARTICULARLY OPTIMISTIC ABOUT THE FUTURE" (STRONGLY AGREE)



### DECREASE IN NUMBER OF YOUNG PEOPLE "AT RISK" OF DEVELOPING BEHAVIOURAL/EMOTIONAL ISSUES



○ Before final tournament    ● After final tournament

**FIGC'S ANTI-RACISM AND DISCRIMINATION PLAN**

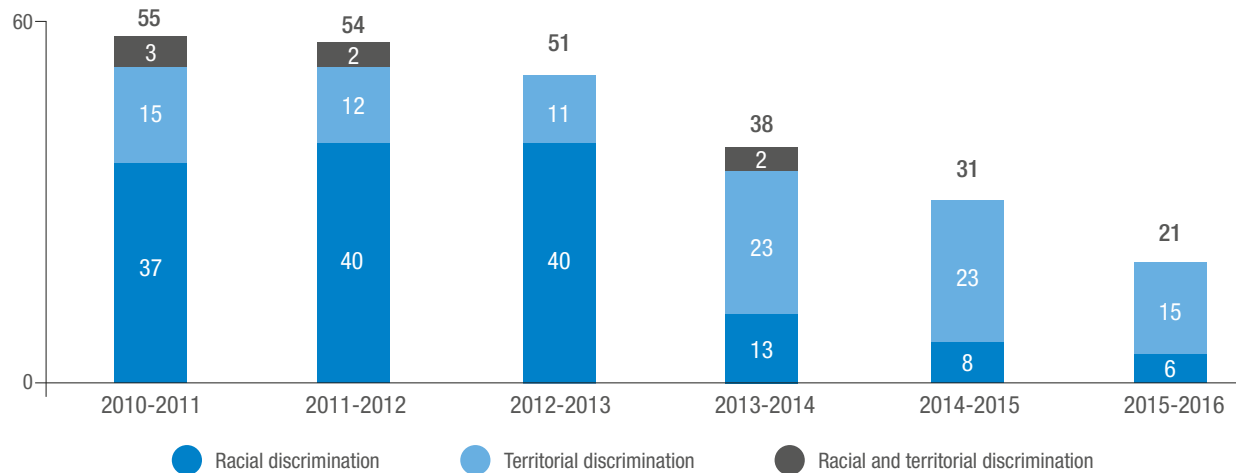
Staying on the topic of inclusivity, FIGC's [Anti-Racism and Discrimination Plan](#) was established in 2015 and is based on the five pillars promoted by FIFA (Resolution on the fight against racism and discrimination Regulations, Controls and Sanctions, Communications, Education, and Networking and Cooperation). The document, which was presented to FIFA in March 2016, provides a detailed analysis of anti-racism initiatives undertaken in the past and planned for the future.

**STUDY ON RACIAL AND TERRITORIAL DISCRIMINATION IN ITALIAN PROFESSIONAL FOOTBALL**

In 2015, FIGC conducted a study into racial and territorial discrimination in Italian professional football. This allowed the Association to illustrate a decrease in discriminatory episodes in recent seasons. The study provided a quantitative and qualitative analysis of first instance sanctions given to clubs in Serie A, Serie B and Lega Pro after episodes of racial or territorial discrimination by fans inside Italian stadiums. The results show that [instances of racism and discrimination are decreasing](#): a fall of 61.8% was recorded between 2010-11 and 2015-16.

[Instances of discrimination are decreasing: a fall of 61.8% was recorded between 2010-11 and 2015-16](#)

NUMBER OF FIRST INSTANCE SANCTIONS ON SERIE A, SERIE B AND LEGA PRO CLUBS, DIVIDED BY TYPE







---

## **Integrated Report 2015 - Editorial Staff**

### **Coordination and editing**

Niccolò Donna, Cristina Blasetti and Guglielmo Cammino

All offices of FIGC took part in drawing up the Integrated Report.

FIGC's first Integrated Report is not our final destination, but rather the beginning of an integrated journey where we strive to achieve excellence in creating values in line with synonymous the Association's identity.

### **For more information**

[centrostudi@figc.it](mailto:centrostudi@figc.it)

### **Special thanks to**

Italian Referees' Association  
Youth and School Sector  
Technical Sector

### **Photo credits**

FIGC Photo Archive, Getty Images

### **Graphics and layout**

Prisma Srl

### **Technical and methodological assistance**

PricewaterhouseCoopers

This volume was produced entirely using paper from responsibly managed sources



**MISTO**  
Carta da fonti gestite  
in maniera responsabile

**FSC® C107209**



Federazione Italiana Giuoco Calcio  
via Gregorio Allegri 14  
00198 Rome  
Italy  
figc.it

