



SKOPJE, 2 – 3 FEBRUARY 2023

UEFA Club Licensing & Financial Sustainability Regional Workshop

WE CARE ABOUT FOOTBALL

1. English

2. Russian





Introduction

Aleš Zavrl, UEFA Head of Club Licensing



Agenda Day 2

Agenda Day 2

Introduction

Aleš Zavrl

UEFA Head of Club Licensing



FC Robotnicki

Nenad Monev

FC Robotnicki General Secretary



UEFA Benchmarking report

Sefton Perry

UEFA Head of Intelligence Centre
Analytics



Agenda Day 2

Extraordinary application

Bakar Jordania
GFF Head of Club Licensing &
Monitoring



UEFA Club Licensing Quality Standard

Anna Polatowska
UEFA CL Specialist



Summary and conclusions

Aleš Zavrl
UEFA Head of Club Licensing

Daniele Bernardi
UEFA Senior CL Manager





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Your feedback is important to us

...

* Required

1. Rate this year "Club Licensing and Financial Sustainability Annual Workshop"? *



2. Your comment:

Enter your answer

Next



FC Rabortnicki

Nenad Monev, FC Rabortnicki General Secretary



UEFA Club Licensing and Financial Sustainability Regional Workshop

03.02.2023, Skopje





REFERENCES

Full name:	Football Club Rabotnicki – Skopje
Nickname(s):	Романтичари (Romantics), Херојот од Дебар маало (The Hero from Debar Maalo)
Founded:	4 October 1937, 85 years ago
Colours:	Red, White and Dark Blue
Stadium:	Arena Todor Proeski - Skopje
Capacity:	33,400 spectators
Web:	<u>http://www.fkrabotnicki.com/</u>



***Continuity in UEFA Licensing from 2003 year**



STADIUM

NATIONAL ARENA “Todor Proeski”

Location:	Skopje, N.Macedonia
Opened:	1947
Expanded:	2012
Surface:	Grass
Scoreboard:	LED
Capacity:	33,400 spectators
Pitch size:	105 x 68 meters





INFRASTRUCTURE

- 2 football fields with natural grass
- 2 half-football fields with plastic grass
- stationed in the central park in the downtown in Skopje





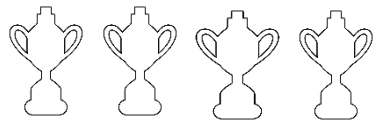
YOUTH ACADEMY

- **300 childrens** (6-18 age)
- Main objective: ***production of young quality football players***
- Best youth academy in Macedonia and one of the best in region
- Domination in U18, U16, U14, U12, U10, U8 national leagues in past years
- Over 30 players selected in National U21, U19, U17, U15 national teams

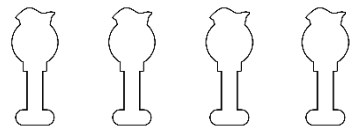




SUCCESSES



- ✓ **4 National Leagues Titles (2004/05, 2005/06, 2007/08, 2013/14)**



- ✓ **4 National Cup Titles (2007/08, 2008/09, 2013/14, 2014/15)**

- 2000-01 / UEFA Cup (QR)
- 2004-05 / UEFA Champions League (Q2)
- 2005-06 / UEFA Champions League (Q3)
UEFA Cup (R1)
- 2007-08 / UEFA Champions League (Q3)
UEFA Cup (R1)
- 2009-10 / UEFA Europa League (Q3)
- 2010-11 / UEFA Europa League (Q3)
- 2011-12 / UEFA Europa League (PO)
- 2014-15 / UEFA Champions League (Q2)
- 2015-16 / UEFA Europa League (PO)
- 2016-17 / UEFA Europa League (Q1)
- 2017-18 / UEFA Europa League (Q2)
- 2018-19 / UEFA Europa League (Q1)



FC RABOTNICKI in UEFA Competitions

Season	Competition	Round	Club
2000–01	UEFA Cup	QR	 Vorskla Poltava
2005–06	Champions League	QR1	 Skonto
		QR2	 Lokomotiv Moscow
2006–07	Champions League	QR1	 F91 Dudelange
		QR2	 Debrecen
		QR3	 Lille
	UEFA Cup	R1	 Basel
2007–08	UEFA Cup	QR1	 Gorica
		QR2	 Zrinjski Mostar
		R1	 Bolton Wanderers
2008–09	Champions League	QR1	 Inter Baku
2009–10	Europa League	QR2	 Crusaders
		QR3	 Odense
2010–11	Europa League	QR1	 Lusitanos
		QR2	 Mika
		QR3	 Liverpool
2011–12	Europa League	QR1	 Narva Trans
		QR2	 Juvenes/Dogana
		QR3	 Anorthosis Famagusta
		PO	 Lazio
2014–15	Champions League	QR2	 HJK Helsinki
2015–16	Europa League	QR1	 Flora Tallinn
		QR2	 Jelgava
		QR3	 Trabzonspor
		PO	 Rubin Kazan
2016–17	Europa League	QR1	 Budućnost Podgorica
2017–18	Europa League	QR1	 Tre Penne
		QR2	 Dinamo Minsk
2018–19	Europa League	QR1	 Honvéd





FC Robotnicki part of European Club Association (ECA)

Members from: **06/2015 (Associated or Ordinary Member)**

Programme: **The ECA Club Management Programme (CMP 2)**

ECA Structure:

- Member of **Sustainability Working Group**;
- Member of **EU Social Dialogue Committee**;
- Member of **Institutional Relations Working Group**.





MISSION

**"To be among the leading clubs in the region
and as a bearer of progress to enable top
football for the fans of FC Rabotnicki - Skopje"**





VISION

"Perfection, we strive to achieve the best results on and off the field"

- position as not one of the leading sports collectives in N.Macedonia;
- positive experience for all who are associated with our successes;
- strategic cooperation with all who can help in the achievement of common goals;
- organizational and financial sustainability at all levels;
- development of internationally recognized players and professionals;
- maintaining the importance of the sports scene in N.Macedonia with the affection of the audience and mediums.



VALUES

The strength of our mission and the pursuit to our vision

- **UNITY** - we work united and strive towards the same goals
- **DIGNITY** - bear responsibility for our actions, we set high standards of professionalism
- **PASSION** - positively directed his love for the club with a huge desire our club and the results are great
- **RESPECT**- recognize each other and act constructively in any situation, transparency and honesty in all business activities



STRATEGY

- **Contribution of FK Rabotnicki in the formation of attractive football atmosphere for all participants in the football industry in N.Macedonia (players, coaches, sports professionals and fans)**
- **Key priorities in of the strategic plan for the period 2020-2024:**
 - Increasing the number of active participants with their quality will contribute to the development of FC Rabotnicki;
 - Realization of sports result will strengthen the sense of belonging;
 - Improvement of organizational capabilities with the aim of educating employees and the efficiency of the overall system;
 - Integration of all resources in the club and striving to achieve the objectives.



Corporate Social Responsibility (CSR)

- **Starting with CSR Projects in 06/2016**
- **First club to engage Disability Access/Liaison Officer**

Projects:

- ✓ Cooperation with kindergartens;
- ✓ Cooperation with elementary schools;
- ✓ Education of children about healthy sports nutrition;
- ✓ Attendance at the physical education classes of our soccer coaches from the youth academy;
- ✓ FARE “Football People”: NO to discrimination, YES to equality;
- ✓ CAFE Week OF Action: Access for all;
- ✓ UEFA & CAFE Seminar in Barcelona, Spain (January 2019);
- ✓ Project for the inclusion of people with disabilities and Down syndrome;
- ✓ UEFA & CAFE Summit in Leipzig, Germany (June 2019)
- ✓ Online meetings during the CORONA pandemic



Corporate Social Responsibility (CSR)





Sustainability Strategy

- *Strategy adapted to the environment of FC Rabotnicki*
- *More efficient and thorough cooperation in already existing projects*

- *Seven pillars of actions:*
 1. Equality and inclusion
 2. Anti-racism and anti-nationalism
 3. Protection of children and young people
 4. Football for all abilities
 5. Environmental protection
 6. Gender equality
 7. Quality Education

SUSTAINABLE DEVELOPMENT GOALS



Financial Sustainability Strategy

- **Objectives**
 - *Financial planning in the medium and long term*
 - *Rationalization of costs*
 - *Modern financial reporting*
 - *To stabilize the level of revenue from player sales*
 - *Increase in income from commercial activities*
- **Tasks**
 - *Financial discipline*
 - *Effective control of the costs*
 - *Introduction of procedures*
 - *Participation of the sectors (emphasis) in planning and selling players*
 - *Cooperation with local government in increasing benefits for football and sport in general*

ФК Работнички



THANK YOU FOR YOUR ATTENTION



Extraordinary Application

WE CARE ABOUT FOOTBALL

Extraordinary application

- Article 17. If a club qualifies for a UEFA club competition on sporting merit but has not undergone any licensing process at all or has undergone **a licensing process which is lesser/not equivalent to the one applicable for top-division clubs to enter the UEFA club competitions, because it belongs to a division other than the top division**, the licensor of the club concerned may – on behalf of such a club – request an extraordinary application of the club licensing system in accordance with Annex D.
- Deadline to notify UEFA of the possibility of an extraordinary application of the club licensing system is on **14 April 2023**.

Extraordinary Application of the Club Licensing System for entering 2023/24 UEFA men's Club Competitions

Principle

According to Article 17 of the UEFA Club Licensing and Financial Sustainability Regulations – Edition 2022 (CLFS), if a club qualifies for a UEFA club competition on sporting merit but has not undergone any licensing process at all or has undergone a licensing process which is lesser/not equivalent to the one applicable for top-division clubs to enter the UEFA club competitions, because it belongs to a division other than the top division, the licensor of the club concerned may – on behalf of such a club – request an extraordinary application of the club licensing system in accordance with Annex D.

Based on such an extraordinary application, UEFA may grant special permission to the club to enter the corresponding UEFA club competition subject to the relevant UEFA club competition regulations. Such an extraordinary application applies only to the specific club and for the season in question.

According to Annex D.1.1 of the CLFS, UEFA defines the necessary deadlines and the minimum criteria for the extraordinary application of the club licensing system and communicates them to the licensors at the latest by the 31 August of the year preceding the licence season.

Assessment Procedure

In view of the UEFA club competition season 2023/24, the licensors must notify the UEFA administration – by **14th April 2023 at the latest** – in writing of the possibility of such extraordinary application, stating the name(s) of the club(s) concerned.

Each club concerned must provide the necessary documentary proof to the licensor that will assess the club(s) against the fixed minimum standards and forward to the UEFA administration the following documentation in one of the UEFA official languages by **1st May 2023 at the latest**:

- duly completed checklist;
- recommendation by the licensor based on its assessment;
- the documents / information described in this checklist under "Evidence to UEFA".

If a club is eliminated from the domestic cup competition during this extraordinary procedure, the concerned licensor must notify the UEFA administration accordingly and the procedure is immediately terminated.

Decision

Based on the received documentation, the UEFA administration may grant special permission to enter the UEFA club competition and communicates its decision to the licensor, which must inform the club(s) accordingly.

Appeals can be lodged against decisions made by the UEFA administration in writing before the Court of Arbitration for Sport (CAS) in accordance with the relevant provisions laid down in the UEFA statutes.

Extraordinary Application of Club Licensing System for Season 2023/24

1/14

Criterion	Requirement	Evidence to Licensor	Evidence to UEFA	Licensor conclusion
Club requesting special permission				
1 "Three-year rule" (cf. Art. 14 CLFS)	By the start of the licence season, the membership and/or the contractual relationship (if any) must have lasted for at least three consecutive seasons. Furthermore, the club must have participated in the official competitions for at least three consecutive seasons (hereinafter: three-year rule). Provisions of Art. 14 CLFS apply.	Club is registered within the national association, or has a contractual relationship with a registered member	Date of the club's affiliation or contractual relationship: <input type="text"/>	Fulfilled <input type="checkbox"/> yes <input type="checkbox"/> no
Sporting criteria				
2 Youth Teams (cf. Art. 20 CLFS)	The club must have at least two youth teams within the age range 10 to 21 participating in official competitions or programmes.	List of youth teams within the legal entity of the club, another legal entity included in the club's reporting perimeter or a club affiliated to its legal entity. List of competitions/programmes recognised by the national association in which the youth teams participate.	Number of youth teams and corresponding age category: <input type="text"/>	Fulfilled <input type="checkbox"/> yes <input type="checkbox"/> no
Football social responsibility criteria				
3 Football social responsibility (cf. 27 CLFS) (cf. 28 CLFS) (cf. 29 CLFS) (cf. 30 CLFS)	The club must establish the following policies: - Equality and inclusion: the club must establish and implement a policy to ensure equal rights and opportunities for all people following and contributing to football activities organised by the club. - Anti-racism: the club must establish and implement a policy to tackle racism and to guarantee that all club's policies, programmes and practices are exercised without discrimination of any kind. - Child and youth protection and welfare: the club must establish and implement a policy to protect, safeguard and ensure the welfare of youth players and ensure they are in a safe environment when participating in activities organised by the club.	Copy of the policies.		Fulfilled <input type="checkbox"/> yes <input type="checkbox"/> no
Infrastructure criteria				
4 Stadium for UEFA club competitions (cf. Art. 33 CLFS)	The club must have a stadium available that fulfils all relevant minimum requirements defined in the UEFA Stadium Infrastructure Regulations* for category 2.	Alternative 1: if the club owns the stadium: copy of an act of property or a property register extract, or	Stadium Name: <input type="text"/>	Fulfilled <input type="checkbox"/> yes <input type="checkbox"/> no

Extraordinary Application of Club Licensing System for Season 2023/24

3/14



Extraordinary Application

Bakar Jordania, GFF Head of Club Licensing & Monitoring



FC GAGRA (GEORGIA)

Extraordinary Application Case

[UEFA 2021/2022 Licensing Season]

Bakar Jordania

GEORGIAN FOOTBALL FEDERATION
Head of Club Licensing & Monitoring

UEFA CL&FS WORKSHOP
03.02.2023 // Skopje, MKD



FC GAGRA (GEORGIA)

The CASE

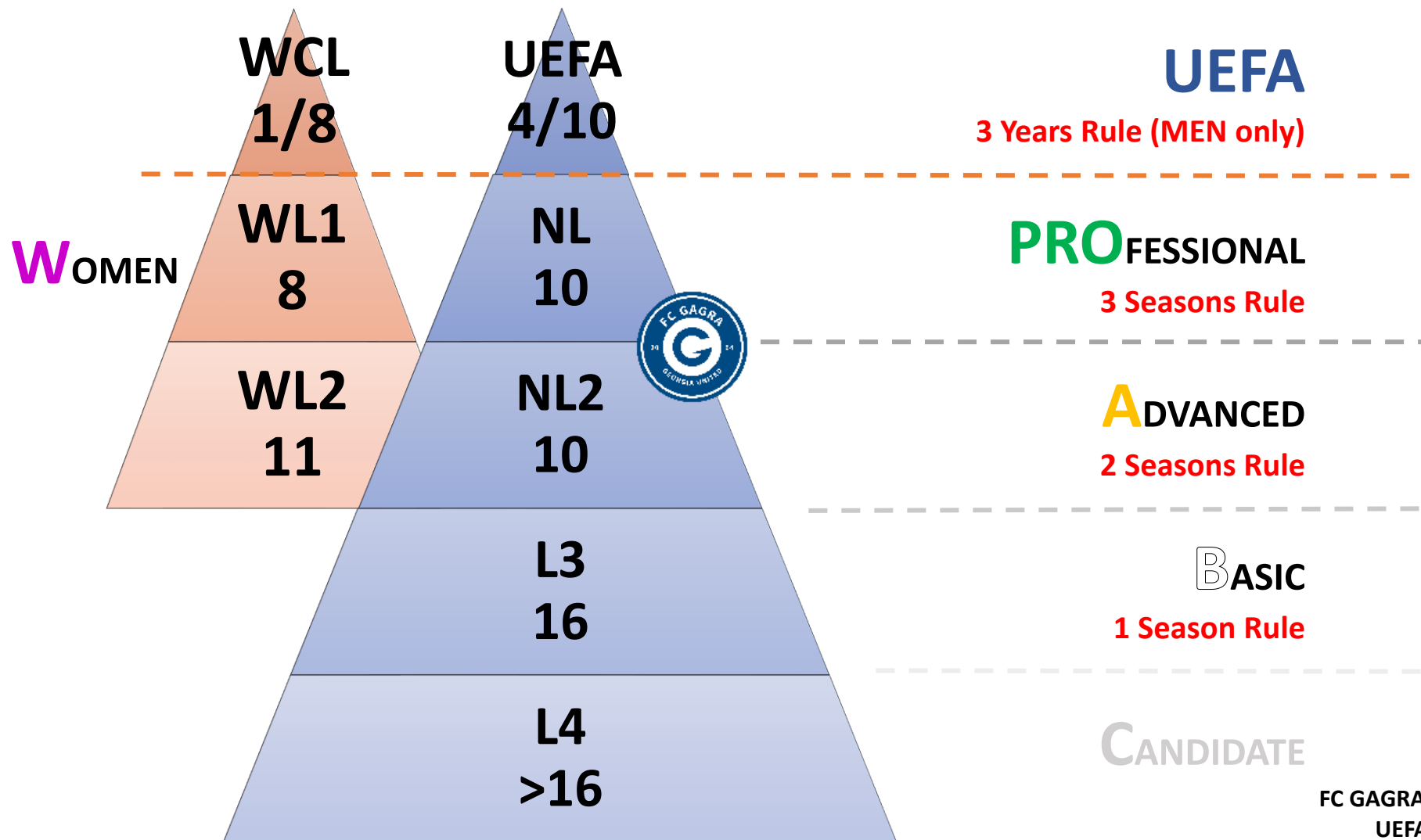


- FC GAGRA founded in 2004
- x4 in Top Division
- x2 GEO CUP Winner from 2nd Div. (2011, 2020)
- 4 DEC 2020: FC GAGRA wins Georgian Cup > sportingly qualifies for 2021/2022 UEL Competition
- FC GAGRA in 2nd Div. > not an UEFA Licence Applicant > **Extraordinary Application**





Licensed Leagues in Georgia



- **Regulatory framework applied in 2021:**
 - UEFA CL&FFP Regulations 2018 > *Annex IV: Extraordinary application of the club licensing system*
 - GFF National CL Regulations >
 - PRO = UEFA requirements
 - A: includes all minimum extraordinary app requirements

FC GAGRA Extraordinary Application case
 UEFA CLFS Workshop, Skopje (MKD)
 GFF // B. Jordania // 03.02.2023





UEFA & National competition formats & licensing processes



UEFA CLUB COMPETITIONS ▶▶



NATIONAL CHAMPIONSHIP ▶▶

FC GAGRA Extraordinary Application case
 UEFA CLFS Workshop, Skopje (MKD)
 GFF // B. Jordania // 03.02.2023





Extraordinary application process



UEFA CL circular email: Extraordinary Application of the Club Licensing System for entering 2021/22 UEFA Club Competitions, inc. Check-lists >>> fewer/lower criteria

20.08
2020

deadline for communication of the possibility of extraordinary application

15.04
2021

Deadline for submission of information / documents to UEFA

03.05.
2021

UEFA Decision communicated to GFF

27.05
2021



04.12.2021
GAG-SMG
0-0
(5-3pen)

28.01
2021

First internal deadline for document submission by club:

- GFF Club Licensing & Monitoring Extranet
- Checklist
- Docs > Checked by GFF Licensing Experts

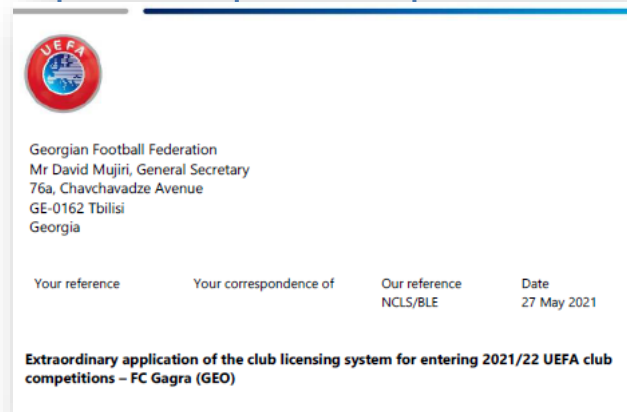
09.03
2021

GFF notified UEFA about Extraordinary Application re FC GAGRA

30.04
2021

GFF Submitted to UEFA:

- Check-list
- FA recommendation
- Evidences / documents
- Additional communication / exchange with UEFA (if needed)



FC GAGRA Extraordinary Application case
UEFA CLFS Workshop, Skopje (MKD)
GFF // B. Jordania // 03.02.2023



Challenges, risk anticipation & recommendations



- Benefits of the domestic licensing process
- Head Coach Qualification
- 3YR for the clubs from the lower leagues
- Translation is time-consuming
- Reserve team case (*Lokomotivi 2, reserve (2nd) team of FC Lokomotivi Tbilisi*)
- Make clubs aware about possible extra licensing as early as possible
- Communication is key [with club(s) & UEFA]
- Q&A





THANK😊YOU

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www.gff.ge



UEFA Club Licensing Quality Standard

Anna Polatowska, UEFA Club Licensing Specialist

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UEFA Compliance Activities

1. CL Compliance Audits



UEFA and External Auditors

- 1) Performed on **risk basis**
- 2) Decided by CFCB

2. Licensor Certification Audits



External Auditors (SGS)

- 1) Performed **annually** on all NAs

3. Club Audits



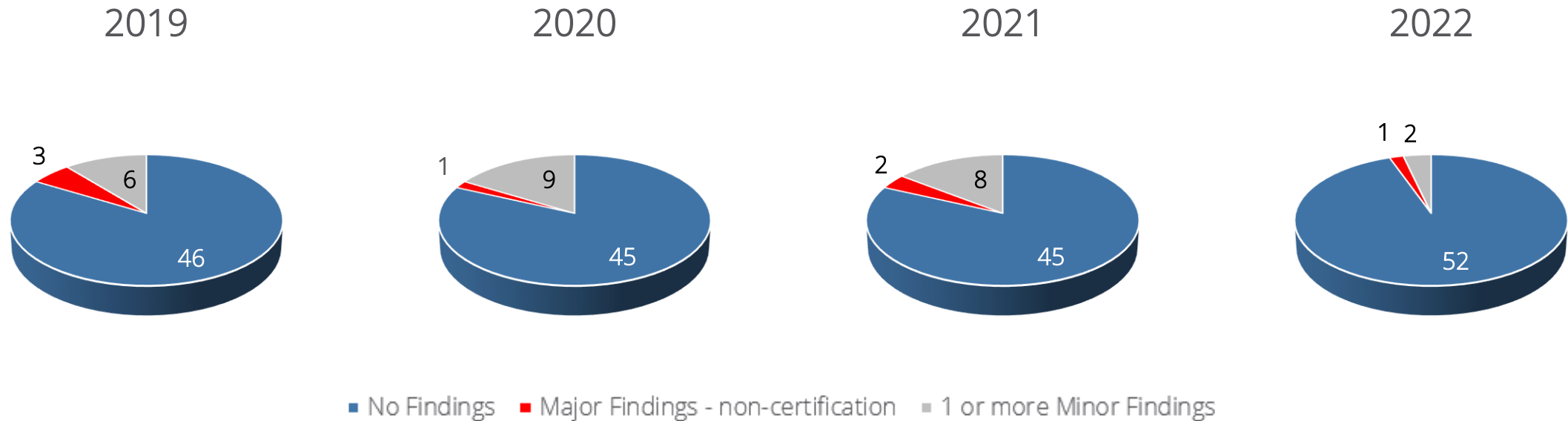
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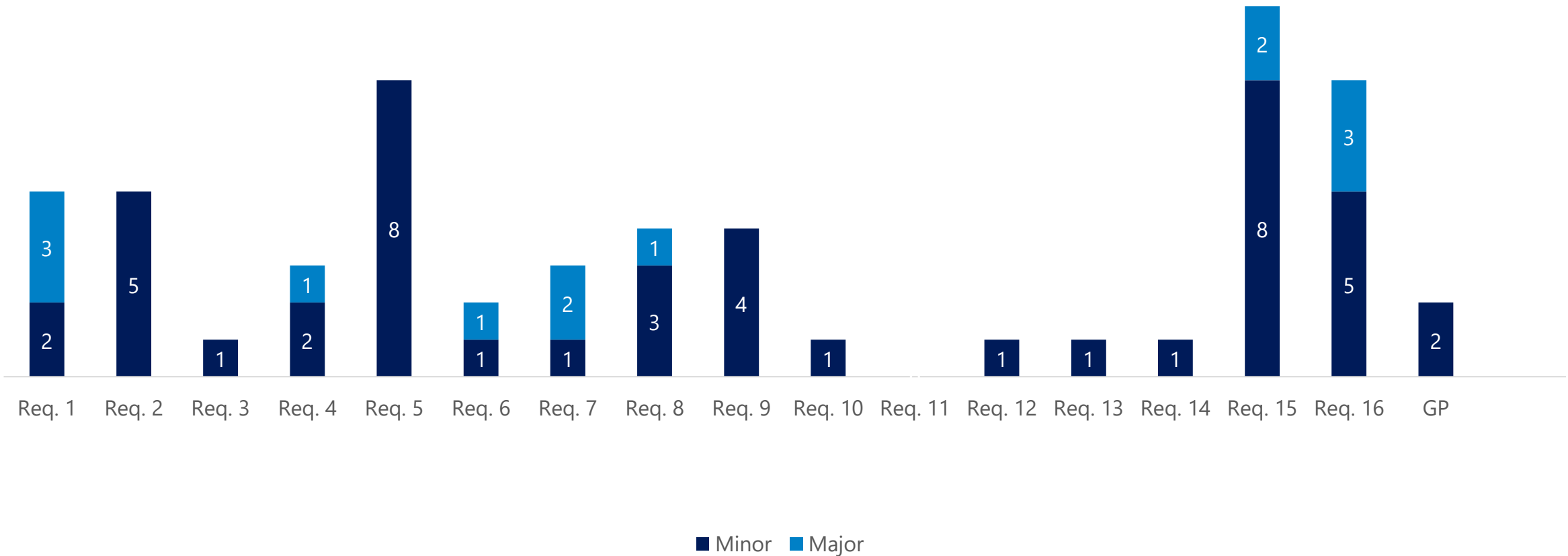
2022 SGS audit process

- SGS performed **22 limited reviews** and **33 full audits** in August-October 2022;
- **54 Licensors** were issued with the SGS certificates;
- 1 Licensor did not receive SGS certificate.



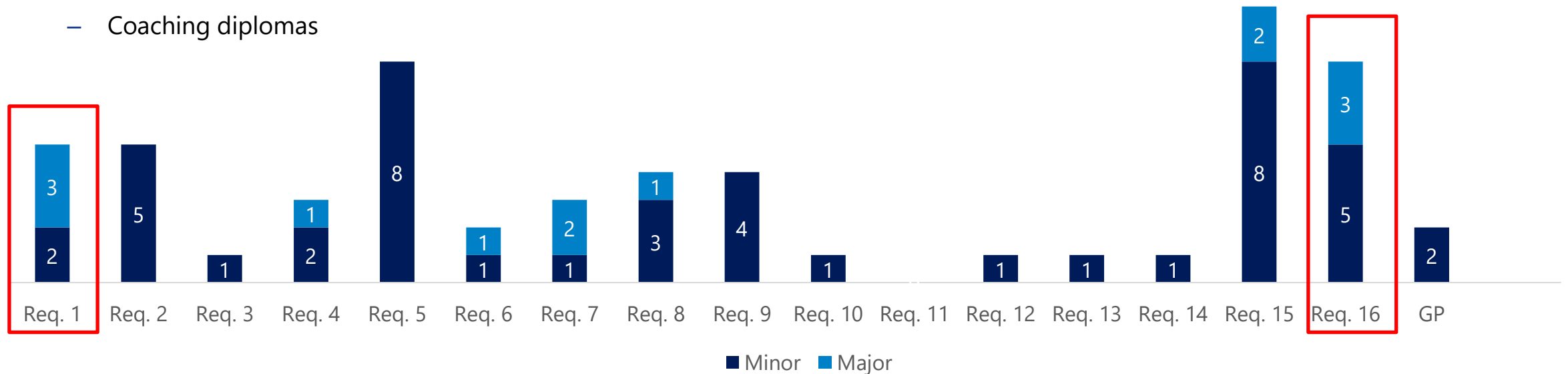
Most common non-conformities 2019 - 2022

- **59 findings** (minor and major) for the period 2019-2022



Most common major non - conformities

- **Requirement 1 (Management commitment)** – ensuring that member of a top management is responsible for club licensing and club monitoring process:
 - Appropriate organisation for club licensing and club monitoring process established;
 - Appropriate transfer of know- how, necessary training available;
 - Active part in annual review;
- **Requirement 16 (Data analysis)** – consolidation and analysis of data to allow benchmarking, incl.
 - Licensing results;
 - Coaching diplomas



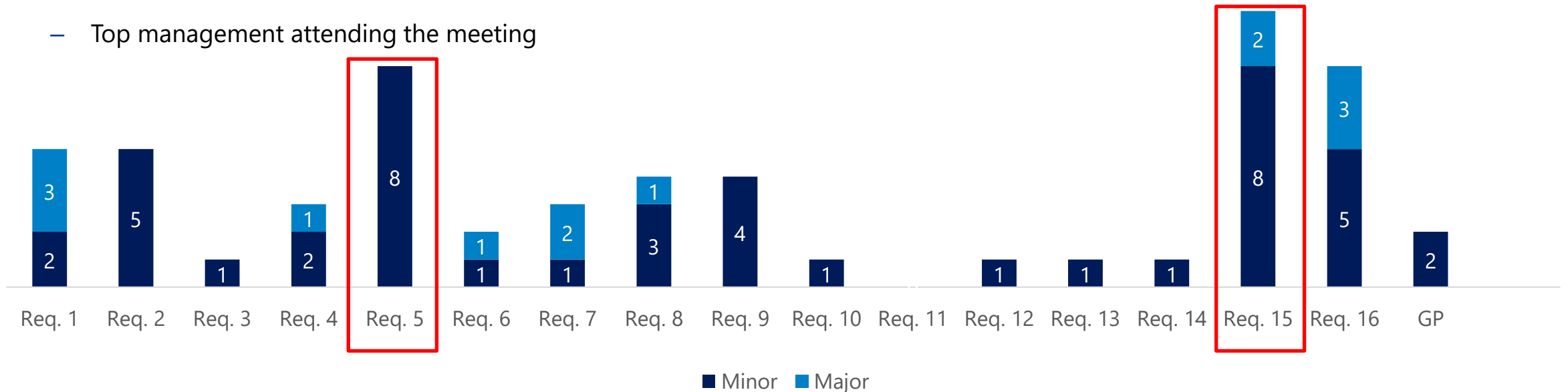
Most common minor non - conformities

- **Requirement 5 (Organisational structure):**

- Appropriate organisational structure for club licensing and club monitoring process established (incl. top management, licensing administration, licensing experts, communication responsible);
- Rights and duties defined in writing;
- Organisation chart for club licensing and club monitoring process indicating names and functions; organisation chart of the licensor as a whole;

- **Requirement 15 (Annual internal review meeting):**

- Including in its agenda feedback from licensees, chairmen of decision – making bodies;
- Top management attending the meeting



UEFA Club Licensing Quality Standard (Edition 2022)



Requirement 16 | Data protection

Requirement 16, Data protection

1. The licensor must establish and **implement a policy and procedures** to ensure club licensing and club monitoring processes comply with national general data protection regulations.

2. The licensor must establish and **implement a policy and adequate data protection** and security systems to prevent any unauthorised access to its electronic data.

1

National data
protection
Regulations

2

General Data
Protection
Regulations (GDPR)

3

Personal data
protection

4

Confidentiality

5

Storage limitation,
access to data

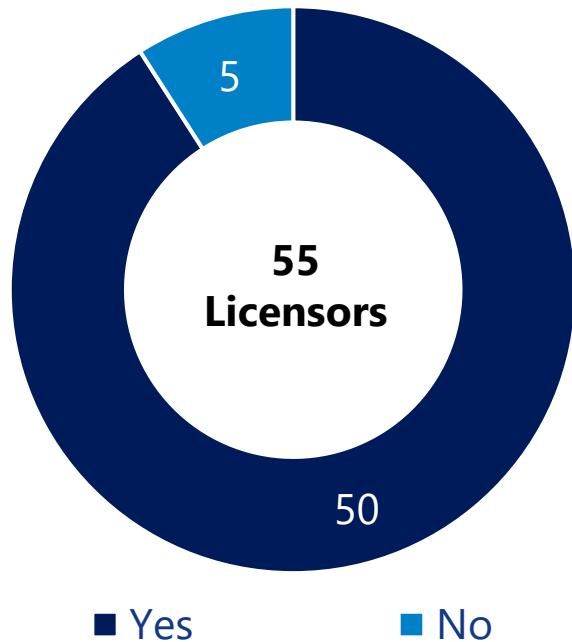
6

Track individuals
with access to the
system (scope,
duration, roles, etc.)

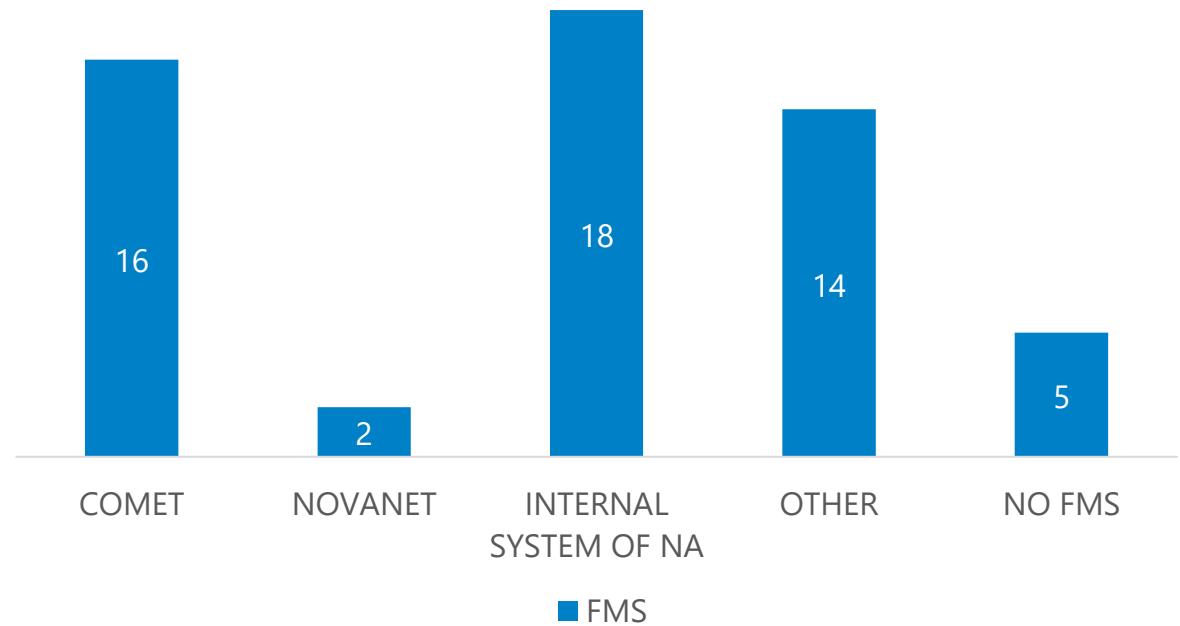
Football Management System (FMS)

- Statistics gathered based on information submitted to SGS (2022 audit);
- The system should be in place and used for club licensing purposes.

91% of licensors have a FMS



18 Licensors have an internal FMS



Requirement 15 | Documents and other records

Requirement 15.3

The licensor must use an electronic club licensing management system as part of the football management system for the club licensing procedure and documentation management.

Fulfilled if licensor demonstrates that the process of implementation of FMS is ongoing (applicable for 2023 audit only)

1

IT solution for club licensing *(and club monitoring if applicable)*

2

Link between existing IT solutions within Federation and CL

3

Make the process more efficient and accurate

4

Strengthen confidentiality and data protection

Requirement 1 and 3 | Internal control and risk assessment

Requirement 1.5

The licensing administration must establish internal controls and perform risk assessments of its club licensing and club monitoring processes.

Requirement 3.1(g)

Internal controls, risk assessment and any corrective actions.

1

Risk: impact on your ability to meet your objectives.

2

Meet club licensing deadlines

3

Establish and implement core process according rules

4

Make licensing decisions in line with Regulations (independently)

5

Support from top mgmt. Expertise and monitoring

6

Exchange (internal/externally)

Requirement 1 and 3 | Internal control and risk assessment

Requirement 1.5

The licensing administration must establish internal controls and perform risk assessments of its club licensing and club monitoring processes.

Requirement 3.1(g)

Internal controls, risk assessment and any corrective actions.

CLUB LICENSING QUALITY STANDARD (EDITION 2022)

Guidance on Risk Assessment

A – CONTEXT AND AIM OF THE REQUIREMENT

A risk assessment may be seen as:

- A Systematic and periodic overview of business risks, strengths and weaknesses;
- An early warning system – the goal being to act instead of react;
- A means of enhancing risk awareness and risk communication.

Once the risks are identified and assessed, the measure (action) to manage them must be defined. Any such measure fall into one or more of the following categories:

- Risk transfer (→ take out insurance);
- Risk avoidance (→ change process);
- Risk reduction (→ put in place controls and training);
- Risk acceptance (→ leave risk in place).

Definitions

A risk can be defined as *anything which could impact on your ability to meet your objectives*.

ISO Standard 9001 defines preventive action as *action to eliminate the cause of a potential nonconformity or other undesirable potential situation*.

Benefits of risk assessments

The benefits of a systematic approach to risk assessments are:

- Prioritised descriptions of risks classified into defined risk areas with assigned responsibilities for action;
- Effective resource prioritisation and allocation;
- Enhanced credibility of the club licensing system.

For example, in the context of club licensing, the critical risks to identify are those that could impact on the licensor's ability to:

- Meet agreed deadlines;
- Maintain the expected level of service to the clubs and other stakeholders;
- Make licensing decisions that are in line with the defined rules and principles.

The list below is a guide to the type information that may be useful in identifying risks:

- Trend analysis from internal reviews. Worsening trends often prompt preventive actions;
- Monitoring of customer satisfaction, formally or informally;
- Evaluating problems that have occurred in similar circumstances, but in other divisions and processes, or even in other organisations;
- Planning for both predictable situations (e.g. personnel changes) and for unpredictable situations (e.g. natural disasters).

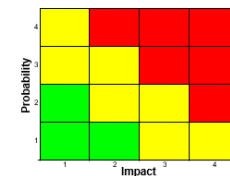
B – MEETING REQUIREMENT

The licensor must carry out and annually update a systematic risk assessment. Often an appropriate way to do so is to have a team brainstorming session. To structure this, the leading person (e.g. the licensing manager) may find it useful to work through the processes that are known as being critical. It is important that this activity is carried out annually, typically during the review phase of the previous cycle.

The process of assessing risks consists of four steps:

1. Risk identification
2. Risk analysis
3. Action planning
4. Monitoring

After the first step of *Risk Identification*, the risks should be assessed as to their probability of occurrence and to their potential impact and accordingly grouped into three categories, e.g. green, yellow and red as shown below (*Risk Analysis*):



This definition of the risks' probability and impact results in their initial risk value. It is critical to make "educated guesses" in order to properly prioritise the implementation of the risk management plan later on. The next step is the *Action Planning*, where the Licensor can define which measures to manage the risk are taken, who will be responsible and by which deadline. Finally, in the *Monitoring* phase both the action undertaken and the current risk value are evaluated.

SGS certification audit process

- Principle: independent body, Société Générale de Surveillance, assesses on **annual basis all licensors** for compliance with the requirements with the UEFA Club Licensing Quality Standard;
- Assessment of SGS performed in form of:

Full audit

Limited review



SGS certification audit process

- Full audit:
 - Performed on site;
 - SGS auditor is verifying compliance with the requirements in form of: interviews with licensing administration, verification of documentation, visual verification whether written procedure have been properly implemented;
 - Outcome of the audit documented in audit reporting pack

 - Limited review:
 - Performed off site;
 - SGS auditor is verifying the licensor's self-declared information and clarifies with licensor if necessary;
 - Outcome of the audit documented in audit reporting pack
-

SGS certification audit process

- SGS audit's conclusions:

No findings

Minor non-conformities

Major non-conformities

SGS certification audit process

- **Major non-conformity** is identified in case of:
 - Absence of procedure/ policy required as a part of CLQS;
 - Total non-compliance with the procedure/ policy or with a provisions required as part of the CLQS;
 - Not addressing adequately by a licensor a minor non-conformity within agreed timeline;
 - Identifying findings resulting in potentially invalid licensing decision being taken;
 - Detecting that a licensor provided misleading or false self-declarations during limited review;
 - Several findings against same requirement of the CLQS significant enough to represent a major non-conformity
 - **Minor non-conformity** is identified in case of:
 - Procedure/ policy slightly incomplete formally, but correctly applied in practice;
 - Single observed finding has been identified with respect to the CLQS
-

SGS certification audit process

- In case of **lack of compliance**:
 - SGS auditor raises a major or minor non-conformity;
 - **Corrective action** is agreed between SGS auditor and licensor which must be implemented by the licensor
 - Certification:
 - Decision is taken by the SGS validation committee;
 - Based on audit reporting pack and evidence gathered during certification audit;
 - Certificate is used when **all requirements are met or only minor non-conformities are identified**
-

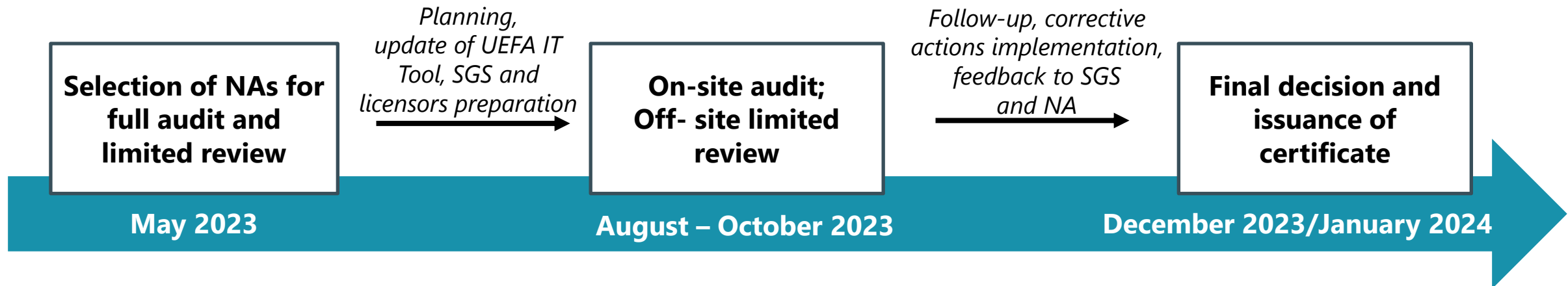
SGS audit process

- In case of **major non – conformity**, the SGS validation committee does not issue a certificate to the licensor
- Non – certification may lead to:
 - Potential CL compliance audit;
 - Regular monitoring by UEFA administration (support and assistance activities);
 - Financial consequences in accordance with the provisions of the UEFA HatTrick Regulations as a part of incentive payment related to obtaining SGS certification



SGS certification process 2023

- 2023 SGS Audits based on the new UEFA Club Licensing Quality Standard (2022);
- UEFA IT Tool adjusted;
- SGS assessment in same format: full audit vs limited review;
- Scope of the audit covering men's and women's club licensing system;
- Requirement 1 (Organisational structure, par. 8 and 9) – fulfillment connected with information shared on BOARD (Organigram);

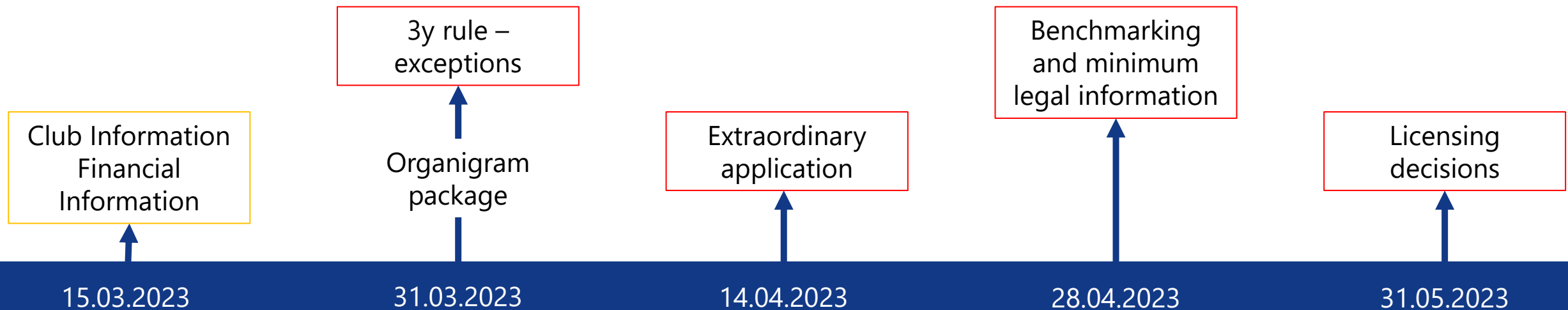




Summary and conclusions

Next steps

- 4 milestones of the 2022/2023 Club Licensing Process remain;
- 1 milestone of the 2022/2023 Club Monitoring Process remain;
- Further information about the organigram package will be sent in the next few days;





Thank you!