



Association of European Professional Football Leagues

Österreichische Fußball Bundesliga - Ligue Professionnelle de Football - Divisionsforeningen
The Premier League - FAI Eircom National League of Ireland - Swiss Football League - Lega Nazionale Professionisti
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TERMS OF REFERENCE

of the

EPFL STANDING COMMITTEES

Introduction

This document sets out the terms of reference for the work of each EPFL committee, in accordance with Article 5.5 of the amended Constitution of the EPFL, as approved unanimously by the General Assembly in Madrid on the 14th of November 2007.

Part A – Composition and Administration

Article 1 – Nature and objectives

1. In accordance with the EPFL Constitution, the committees have an advisory function.
2. The primary objectives of the committees are to monitor any issue which falls under its scope, identifying possible problems and making recommendations for implementation by the EPFL.
3. Recommendations issued by the committees shall be submitted to the EPFL Board of Directors and/or General Assembly for final consideration and decision

Article 2 - Composition and representation

1. Unless stipulated otherwise in the following provisions, the EPFL committees are composed of.
 - a) A chairman;
 - b) A deputy chairman; and
 - c) Up to seventeen (17) representatives of the Members.
2. The Board of Directors will appoint the members to a committee, including a chairman and a deputy chairman, based on proposals submitted by the Chairman and/or the Chief Executive Officer. The Board of Directors may co-opt



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additional members to a committee, if necessary, and invite other parties to attend the meetings as observers.

3. A Member cannot be represented by more than one representative on a given committee, with the exception of external experts, who may also have some affiliation with a Member.
4. It is a condition for the appointment of each member of an EPFL committee and for the maintenance of such a position that he/she shall continuously hold an active office of his/her respective Member.

Article 3 – Appointment and re-appointment of members

1. The members of EPFL committees are appointed by the Board of Directors from the candidates proposed by the EPFL Members in writing. The EPFL Board of Directors sets an appropriate deadline for the submission of candidatures.
2. The members of EPFL committees are appointed for a three year term.
3. A member of the EPFL committees can be re-appointed to that position upon the expiry of the 3 year term, provided that the member concerned continues to hold an active office for his/her Member at such time.

Article 4 – Co-operation, external experts and working groups

1. Each EPFL committee co-operates, if necessary, with the other EPFL committees.
2. Each EPFL committee may be supported in its work by external experts.
3. Each EPFL committee may set up *ad hoc* working groups to deal with specific topics. Working groups are composed of a limited number of members of the relevant committee. External experts may be invited to take part in a working group. Working groups report to the relevant EPFL committee.

Article 5 - Tasks of the chairman

1. The chairman of an EPFL committee:
 - a) Coordinates with the Chief Executive Officer the priorities for the work programme of the EPFL committee;
 - b) Prepares meetings of the committee with the appointed secretary (agenda, invitation, etc.);



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- c) Chairs the meetings of the committee;
 - d) Leads the discussions and ensures the smooth running of the meeting;
 - e) Exercises the casting vote in the event of a tie;
 - f) Approves the action list;
 - g) Informs the members of the committee immediately about any special matters.
2. The chairman co-ordinates the speakers and ensures the smooth running of the meeting.
 3. In the absence of the chairman, or in the event that he is not entitled to participate in a meeting or part of a meeting due to a conflict of interest, the deputy chairman replaces him.

Article 6 – Secretary

1. For each EPFL committee, the Chief Executive Officer shall appoint a secretary.
2. The secretary:
 - a) Prepares and organises meetings of the committee with the chairman;
 - b) Issues invitations to attend meetings on behalf of the chairman;
 - c) Prepares and dispatches meeting documents (including the final agenda), which, as a rule, have to be sent to the participants seven (7) days before the meeting;
 - d) Drafts the action list and dispatches it to the participants, as a rule, within fifteen (15) working days of the meeting;
 - e) Keeps the members' records up to date;
 - f) Acts as contact person for the members;

Article 7 - Attendance and frequency of meetings

1. Members of an EPFL committee must attend meetings in person. Deputies and/or accompanying persons are not admitted to meetings with the exception of personal interpreters.



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2. The EPFL Chairman or his Deputy may attend meetings of the EPFL committees. The Chief Executive Officer or his nominee shall attend meetings of the EPFL committees. Meetings of the EPFL committees are always attended by its secretaries and other members of the EPFL administration depending on the needs.
3. Meetings of EPFL committees are not open to the public. The chairman may, however, invite third parties to attend meetings if he deems it necessary on account of the agenda.
4. The frequency of meetings is determined by the chairman according to the needs and the urgency of matters to be dealt with. As a rule, each committee holds three meetings a year.

Article 8 – Agenda

1. The chairman, in collaboration with the secretary, prepares the draft agenda for meetings of the corresponding EPFL committee.
2. The following items must be included on the agenda for a meeting.
 - a) Welcome by the chairman;
 - b) Attendance register;
 - c) Report on the follow-up to the action list from the last meeting;
 - d) Agenda topics;
 - e) Other business;
 - f) Next meeting.
3. As a rule, the draft agenda must be sent to the members of the corresponding EPFL committee with the invitation and other supporting documents fourteen days before the meeting.
4. Members may propose agenda items to the secretary. As a rule, such proposals must reach the secretary ten days before the meeting. They must be submitted in writing in one of the EPFL's official languages, state the reasons and, if available, include supporting documents.
5. As a rule, the secretary must send the final agenda agreed by the chairman to the members and any invited third parties seven days before the meeting.



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6. Amendments can generally not be made to the agenda during the meeting. However, the chairman may adapt the agenda if the matter in question is deemed urgent.

Article 9 – Role of the committees

1. EPFL committees do not have the power to take final decisions. They have an advisory role, as set out in Article 1 of the present Terms of Reference.
2. Recommendations issued by an EPFL committee are only valid if more than half of all the members of the committee are present.
3. Decisions require a simple majority of the members present. In the event of a tie, the chairman has the casting vote.
4. Voting is by a show of hands.

Article 10 – Committee schedule

1. The schedule for issues to be considered by the EPFL committees is set by the chairman under coordination with the Chief Executive Officer and after consultation with the respective members.
2. The schedule is created in accordance with the urgency and importance of the topics to be dealt with.

Article 11 – Confidentiality

Members of EPFL committees must not disclose (except to the EPFL) and are bound to treat any information received in the course of their EPFL activities as strictly confidential before, during and after their appointment.

Article 12 - Documents and meeting language

1. It is agreed that all documents will be created in English as the selected official language in accordance with the EPFL Constitution. Documents may be sent however in any other EPFL's official languages, upon request.
2. All documents are for internal use if not marked as confidential. Internal use means that the documents may be forwarded to the EPFL Member the member represents for feedback and may only be forwarded to third parties with the prior



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approval of the secretary. Confidential is for personal use only and may on no account be forwarded to anyone else.

3. For meetings, as a rule, English shall be the primary working language. Upon request, simultaneous interpretation shall also be provided in French and/or German. Simultaneous interpretation in other languages may be organised by the secretary, as long as such a request is made in good time and the resultant costs assumed by the member and/or his represented Member or Associate Member.

Article 13 – Action lists

1. Action lists of each meeting are kept and sent to all members of the committee, the Chief Executive Officer and any other recipients designated by the chairman (e.g. members of the Board of Directors).
2. The action lists shall be drawn by the secretary appointed by the Chief Executive Officer.
3. The action lists include the date, place, and composition of the meeting of the committee, the agenda, the deliberations and the agreed recommendations and actions and date and place of the next meeting.
4. The action lists are signed and dated by both the chairman and the secretary and sent within fourteen (14) working days of the meeting.

Article 14 - Meeting location

EPFL committees meet at EPFL's headquarters or at such other venues as appropriate.

Article 15 - Ethical conduct, professional conduct and other duties

1. Before entering office, members of EPFL committees are required to:
 - a) Inform the Chief Executive Officer in writing of any positions they have held or currently hold which could conflict with their EPFL activities, whether or nor in football and/or connections with persons or companies;
 - b) Undertake to immediately inform the Chief Executive Officer in writing of any change occurring in this respect during their term of office.
2. During their term of office, members of EPFL committees are required to observe the principles of loyalty, integrity and sportsmanship in accordance with the principles of fair play, which includes, in particular, the obligation to refrain



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from any activities that endanger the integrity of the EPFL or bring the sport of football into disrepute.

3. Members of EPFL committees are required to:

- a) Perform all tasks with the highest professional skill and care, in accordance with the EPFL Constitution and associated documents;
- b) Undertake reasonable steps to acquire and maintain all the skills needed to perform any EPFL appointment, including knowledge of the EPFL Constitution and associated documents, instructions and manuals issued by EPFL from time to time.

4. Moreover, members of EPFL committees are required to:

- a) Confirm in writing at the beginning of their term of office that they undertake to respect the EPFL Constitution and associated documents;
- b) Submit their personal details to the administrator and notify him of any changes by phone, email, fax or letter;
- c) Inform the secretary of any connection with a club;
- d) Prepare for meetings;
- e) Attend the meetings personally;
- f) Participate actively in discussions;
- g) Carry out assigned tasks within the set deadlines;
- h) Contribute to the achievement of the set objectives.



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Part B – Standing Committees

Article 1 – Professional Football Finance Committee

1. The Professional Football Finance Committee advises and supports the Board of Directors in the relationship between professional football finance and the EPFL, in particular, but not limited to the following fields:
 - a) Reports and advices on issues related to club ownership, club licensing systems and cost control mechanisms, solidarity mechanisms and re-distribution of revenues;
 - b) Issues related to sports betting;
 - c) Advises upon issues relating to the call up of players for national teams, including compensation for release;
 - d) Reports on and advises in relation to the financial and commercial aspects of European football.

2 The Board of Directors guides the Professional Football Finance Committee on the objectives and priorities to be followed.

Article 2 – European Union Affairs Committee

1. The European Union Affairs Committee advises and supports the Board of Directors and the Chief Executive Officer in the relationship between the European Union and the EPFL, in particular, but not limited to the following fields:
 - a) Deals with issues related to political and legal initiatives promoted by both European Union (EU) institutions and its member States with a European dimension;
 - b) Deals with issues related to the European Union including with relation to competition law, employment, freedom of movement and commerce;
 - c) Works with the existing professional football consultative bodies on all relevant issues;
 - d) Discusses the views of other stakeholders in European football and informs the Board of Directors and the Chief Executive Officer accordingly;



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- e) Identifies solutions for improving collaboration between the various stakeholders in European football;
 - f) Supports the position of professional Leagues within the international football environment; and
 - g) Analyses existing policies and recommends new policies measures to improve football governance at the European level.
2. The purpose of the European Union Affairs Committee as a consultative body is to make recommendations to the Board of Directors and the Chief Executive Officer, taking in due consideration the interests and needs of all stakeholders of European football.
 3. The Board of Directors and the Chief Executive Officer guides the European Union Affairs Committee on the objectives and priorities to be followed.

Article 3 – Social Dialogue Committee

1. The Social Dialogue Committee advises and supports the Board of Directors in the EPFL's position on social dialogue, in particular, but not limited to the following fields:
 - a) Deals with issues related to the social dialogue in European professional football matters;
 - b) Lobbies on behalf of the EPFL for greater involvement in social dialogue; and
 - c) Deals with labour matters, such as, by way of examples, contractual relations between clubs and players, image rights and pension funds;
 - d) Advices on the establishment of relationship schemes with European players' unions;
 - e) Discusses non-social issues, such as, by way of examples, players education/training and doping
2. The Board of Directors and the Chief Executive Officer guides the Social Dialogue Committee on the objectives and priorities to be followed.



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Article 4 - Refereeing Committee

1. The Refereeing Committee advises and supports the Board of Directors in the relationship between Refereeing and the EPFL, in particular, but not limited to the following fields:
 - a) Monitors and discusses the refereeing systems in place both at the national and international levels;
 - b) Represents EPFL towards its member associations on refereeing matters;
 - c) Studies proposals from FIFA, UEFA and any other appropriate body regarding refereeing, conveying its views to the EPFL Board of Directors;
 - d) Evaluates new procedures and technologies to improve the performance of referees and enhance the game's credibility;
 - e) Recommends the policies to improve the status and organisation of referees at national competitions, including financial, social and fiscal conditions; and
 - f) Studies proposed amendments to the Laws of the Game;
2. The Board of Directors guides the Refereeing Committee on the objectives and priorities to be followed.

Article 5 - Competitions Committee

1. The Competitions Committee advises and supports the Board of Directors in the relationship between Competitions and the EPFL, in particular, but not limited to the following fields:
 - a) Discusses best practices to improve the structures and formats of national competitions organised by Member and Associate Member Leagues;
 - b) Exchanges views on the current UEFA club competitions format, marketing and re-distribution of revenues;
 - c) Makes recommendations on the international calendar, including proposals for the coordination of UEFA and FIFA national teams competitions with national tournaments.
2. The Board of Directors guides the Competitions Committee on the objectives and priorities to be followed.



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Article 6 – Marketing and Media Committee

1. The Marketing and Media Committee advises and supports the Board of Directors and the Chief Executive Officer in the marketing of the EPFL, as well as in the marketing of the Members and Associate Members, and its relationship with the media, in particular, but not limited to the following fields:
 - a) Discusses the general marketing strategy for the EPFL;
 - b) Advises on matters concerning the relationship between the EPFL and its various marketing and media partners;
 - c) Fosters exchanges between Members on marketing and media matters;
 - d) Monitors development and evolution of the industry;
 - e) Discusses topics dealt with by other committees that also concern the EPFL's marketing and media activities;
 - f) Advises the EPFL on public relations work;
 - g) Elaborates proposals for EPFL publications and research activities and, if necessary, assists in devising and preparing them;
 - h) Develops collaboration with international organisations in the media and commercial sector;
 - i) Observes developments in the media and commercial sector and makes proposals for tackling new challenges;
 - j) Exchanges information on practices and processes in terms of selling of media and commercial rights;
 - k) Evaluates and recommends the implementation of measures to enhance the protection of intellectual property rights
 - l) Discusses sponsorship issues;
 - m) Deals with all media issues concerning the EPFL, its Members and Associate Members and football in general.
2. The Board of Directors and the Chief Executive Officer guides the Marketing and Media Committee on the objectives and priorities to be followed.



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Article 7 - Social Responsibility Committee

1. The Social Responsibility Committee advises and supports the Board of Directors in the area of social responsibility, in particular, but not limited to the following fields:
 - a) Proposes fair play activities and a fair play policy for the EPFL members;
 - b) Proposes public relations campaigns to promote fair play in football;
 - c) Defines the EPFL's corporate social responsibility activities;
 - d) Assesses measures and projects to tackle social problems on and off the football field, such as, by way of example, trafficking of minors, social exclusion, youth delinquency, illiteracy and discrimination;
 - e) Deals with all matters of ethics, fair play and social responsibility relating to EPFL and football;
2. The Board of Directors and the Chief Executive Officer guides the Social Responsibility Committee on the objectives and priorities to be followed.

Article 8 – Players' Transfers and Players' Agents Committee

1. The Players' Transfers and Player's Agents Committee advises and supports the Board of Directors in the EPFL's position on players' transfers and players' agents, in particular, but not limited to the following fields:
 - a) Matters related to the status and transfer of players and advises the EPFL accordingly;
 - b) Matters related to the activity of players' agents and match agents and advises the EPFL accordingly;
 - c) Defines policies to safeguard the suitable functioning and organisation of the Players' Transfer System at European level;
 - d) Assists the Board of Directors and the CEO in their dialogue with FIFA, UEFA, national associations and any other appropriate body regarding the regulating of football administration to include proposing amendments to the appropriate rules and regulations.
2. The Board of Directors guides the Players' Transfers and Agents Committee on the objectives and priorities to be followed.



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Article 9 – Commission Against Violence in Professional Football

1. In compliance with the EPFL Convention Against Violence in Professional Football, approved by the EPFL General Assembly at its meeting held in Madrid on the 14th of November 2007, the Commission Against Violence in Professional Football is composed of:
 - a) A chairman;
 - b) A deputy chairman;
 - c) One representative per Member and Associate Member.
2. The EPFL Board of Directors may invite other entities to take part in meetings as observers.
3. The Commission Against Violence in Professional Football advises and supports the Board of Directors in monitoring the application of the Convention, in particular, but not limited to the following fields:
 - a) Keeping under review the provisions of the Convention and examining any modifications necessary;
 - b) Holding consultations with relevant organisations;
 - c) Making recommendations to the Members and Associate Members concerning measures to be taken for the purposes of the Convention;
 - d) Recommending the appropriate measures to keep the public informed about the activities undertaken within the framework of the Convention;
 - e) Making any proposal for improving the effectiveness of the Convention.
4. In order to discharge its functions, the Commission Against Violence in Professional Football may, on its own initiative, arrange for meetings of groups of experts.
5. The Commission Against Violence in Professional Football may decide to forward to the Council of Europe, FIFA and UEFA a report on its work and on the functioning of the Convention at any time.
6. The Board of Directors guides the Commission Against Violence in Professional Football on the objectives and priorities to be followed.



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Article 10 – Other Committees

1. In accordance with Article 5.5 of the EPFL Constitution, the Board of Directors shall determine if any other EPFL committees are required from time to time to allow the EPFL to carry out its function in the best manner.
2. The Board of Directors will propose the role and composition of any new EPFL committee.

Part C – Permanent Committee of the Board of Directors

Article 1 – Composition and administration

1. The Permanent Committee of the Board of Directors is composed of:
 - a) The EPFL Chairman;
 - b) The EPFL Deputy Chairman;
 - c) One other member of the Board of Directors appointed by the EPFL Board of Directors; and
 - d) The Chief Executive Officer.
2. The Chief Executive Officer is in charge of the administration of the Permanent Committee.

Article 2 – Authority

1. Between meetings of the Board of Directors, the Permanent Committee is authorised to take and execute final decisions on urgent matters that fall under the authority of the Board of Directors.
2. The Permanent Committee may take decisions in meetings or, if none of its members calls for a meeting, by conference call or correspondence.
3. The Permanent Committee may also assist with the preparation of business to be dealt with by the Board of Directors.

Article 3 - Notice and chairman

1. The EPFL Chairman calls meetings of the Permanent Committee by phone, email or fax.
2. The EPFL Chairman chairs the meetings of the Permanent Committee.



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3. In the absence of the EPFL Chairman, the EPFL Deputy Chairman calls and/or chairs meetings of the Permanent Committee.

Article 4 - Voting rights

1. The Permanent Committee decides by a simple majority of all its members.
2. In the event of a tie, the Chairman has the casting vote.

Article 5 – Minutes

1. Minutes of the deliberations and decisions of the Permanent Committee are kept and sent to all members of the Board of Directors before its next meeting for information and/or ratification purposes.
2. The Chief Executive Officer appoints a member of the EPFL administration to take the minutes.
3. The minutes include the date, place and composition of the Permanent Committee meeting, the agenda, the deliberations, as well as the decisions taken.
4. The minutes are signed and dated by both the Chairman and the CEO.

This document was approved by the EPFL Board of Directors, by unanimous vote, on occasion of its meeting held in London on the 23th of November 2007.