



# INTEGRATED **20** REPORT **21**

Federazione Italiana Giuoco Calcio









## THE COLOUR OF THE SKY HAS BECOME A **SYMBOL OF OUR COUNTRY**.

The famous **Azzurri jersey** celebrated its 110th birthday in 2021, having **made its debut on 6 January 1911 at the Arena Civica in Milan**, against Hungary. It was the National Team's third match of all time, played before 5,000 spectators in a snow-laden Milan. Hungary ran out 1-0 winners, so Italy weren't able to settle the score following a heavy 6-1 defeat in Budapest eight months earlier, but progress was there to see in **that first outing in blue** – the colour of the House of Savoy, the dynasty that reigned in Italy from 1861 to 1946.

Since then, **the Azzurri jersey has accompanied the National Team** on a long journey punctuated by goals, thrills, a whole lot of success and the odd disappointment. **The Italy football team was the first to wear blue**, before it became the colour of all Italy's other sports National Teams.

**Blue symbolises shared emotions.** It is the colour of a shirt which reminds us, every time the National Team plays, of one of the most wonderful and exciting Italian stories. It is a sign of friendship that extends **beyond the confines of a football pitch to unite an entire country**. The Azzurri shirt has been worn by the greatest Italian players – **in 110 years over 800 players** have had the privilege of pulling on the National Team kit at least once.

Wearing the Azzurri shirt **is the dream of every child who starts playing football**. Blue is the colour shared by players and fans, **a symbol of union and unity** that brings all generations together and makes them feel part of the same team.





# CONTENTS

<b>LETTER TO STAKEHOLDERS</b>	<b>4</b>
<b>METHODOLOGICAL NOTE</b>	<b>5</b>
⚙ OBJECTIVE OF THE REPORT	5
⚙ AN EDITORIAL CHOICE AND A JOURNEY	5
⚙ REPORTING PERIOD AND BOUNDARIES	5
⚙ REFERENCES AND REPORT STRUCTURE	5
⚙ A JOURNEY OF IMPROVEMENT	6





## 01

### MISSION, GOVERNANCE AND OBJECTIVES

## 02

### FIGC AND ITALIAN FOOTBALL FIGURES

## 03

### CAPITAL MANAGEMENT

## 04

### FIGC ACTIVITIES AND INITIATIVES

1.1 IDENTITY, MISSION AND VALUES	10
1.2 FIGC AND SDGs	17
1.3 FIGC MANAGEMENT MODEL	18
1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS	19
1.5 NATIONAL TEAM HONOURS	30

2.1 THE FIGURES BEHIND ITALIAN FOOTBALL	34
2.2 SPORT DIMENSION	36
2.3 SOCIO-ECONOMIC IMPACT AND VALUE PRODUCED	42
2.4 TAX AND SOCIAL SECURITY CONTRIBUTION	44
2.5 AREAS OF INTEREST, MEDIA AND COMMERCIAL PROFILE	48

3.1 FINANCIAL CAPITAL	54
3.2 REAL ASSETS AND NATURAL CAPITAL	60
3.3 HUMAN CAPITAL	63
3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL	70
3.5 SOCIAL AND RELATIONSHIP CAPITAL	72

4.1 SPORT ACTIVITIES	76
4.2 FOOTBALL DEVELOPMENT ACTIVITIES	94
4.3 DEVELOPMENT OF THE SOCIAL DIMENSION	168
4.4 ENHANCING FIGC'S BRAND IDENTITY	200
4.5 EFFICIENCY AND INTERNAL ORGANISATION	208



# LETTER TO STAKEHOLDERS

The publication of the 2021 Integrated Report marks an 11th consecutive year of reporting by FIGC. This important endeavour, completed in collaboration with PwC (PricewaterhouseCoopers), aims to reinforce our commitment to transparency.

The document describes FIGC's strategic plans and efforts to strengthen them, paying particular attention to enhancing sporting and youth dimensions while taking action within professional football and for sports facilities, with changes to rules and regulations playing a role in this pursuit. Furthermore, it examines the processes of advancement on the international level, in social commitment, development programmes for women's football, investment in training for coaches and match officials, the organisation of major events in Italy, results within the business sector and enrichment of the historical and cultural heritage of Italian football. This is of course accompanied by fan engagement strategies, investment in technology and digitalisation, the fight against racism and discrimination, Paralympic and experimental football activities, and an extensive set of measures to manage the health crisis in order to protect members, create the necessary conditions for activities to resume and provide support for all internal and external stakeholders. The data and projects presented in the publication confirm how much the world of football has contributed to the development of different local communities, put to the test by COVID-19, while strengthening our wider national community, in ethical, value and relational terms.

A wide range of objectives and projects have been pursued, maintaining a core focus on sport as the principal strategic asset. For the National Teams, the biggest event in 2021 was undoubtedly the European Championship finals, which saw Italy win the competition for the second time in history, 53 years on from the previous occasion. This success reaffirmed the incredible passion that the Italian people have for football, with a total of 115.7 million viewers for the 7 games played by the Azzurri, 84.3% of Italians affirming their passion for the National Team's performances and around 60,000 spectators attending the Stadio Olimpico in Rome for the 4 UEFA EURO 2020 matches played in Italy. UEFA EURO 2020 was actually the first sports event to reopen significantly to the public in Italy, marking a symbolic moment of revival and

a return to some kind of normality. Following this European success, there was unfortunately huge disappointment as Italy missed out on qualifying for a second consecutive World Cup finals after losing to North Macedonia in the play-offs in March 2022.

For many years, FIGC has taken great pride and felt a sense of responsibility at being one of the first sports organisations in the world to provide an Integrated Report, a tool aiming to strengthen social responsibility based on transparency and offer accurate, complete information to all its stakeholders. It has led the way in this important journey, with other entities operating within Italian football (including top clubs) recently following this example. This is a crucial sign which is testament to the good work that has been done and which represents a starting point for new reporting programmes to place an increasing focus on the 17 Sustainable Development Goals (SDGs) introduced by the UN in their 2030 Agenda. The FIGC has also started the path of developing a Sustainability Strategy, based on the indications shared internationally with UEFA; the strategy will represent the start of a medium-long term pathway that will involve many strategic areas of the Federation in the definition of objectives, KPIs and targets, so as to attest, once more the fundamental role that the sports system plays in accompanying the path of growth and sustainable development of the entire Country System.



**Gabriele Gravina**  
FIGC President



# METHODOLOGICAL NOTE

## OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and 6 Integrated Reports between 2016 and 2021, FIGC has decided to continue on its **journey of sustainability disclosure**, driven by the desire for continual improvement while constantly seeking new ways to innovate. Besides offering **greater transparency** in communicating with stakeholders, the Integrated Report is a fundamental tool that very clearly describes the links between objectives and the strategic plan in place, between the Association's new organisational structure and the activities carried out, between **the projects implemented and the results achieved**. All this is done with the aim of highlighting the various forms of **value** that FIGC is able to generate.

## AN EDITORIAL CHOICE AND A JOURNEY

FIGC's decision to produce an Integrated Report – thus becoming one of the first sports organisations in the world to do so – was refined at KickOff 2015, a **stakeholder engagement** event run by FIGC. On that occasion, one of the 11 working groups discussed **the concept of "value" with reference to FIGC** and listed the various elements in a creative and innovative way. It was thus possible to develop the basic structure of the Integrated Report by analysing the types of value FIGC is inclined to create – by Statute and by choice – and which tools, activities and resources (capitals) **it uses to achieve this**.

## 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 2020-2021. Data that is not connected to sports management refers to the last few years, with a breakdown of the **activities run in the calendar year 2021**.

## REFERENCES AND REPORT STRUCTURE

This Integrated Report was prepared with the technical and methodological consultancy of PwC and the content drafted in accordance with the guidelines set out in the **Integrated Reporting Framework** published by the International Integrated Reporting Council (IIRC) in December 2013. To ensure continuity with the Sustainability Reports published in previous years, the **Sustainability Reporting Guidelines** (GRI Standards) were followed for some of the quantitative data in this report.



## A JOURNEY OF IMPROVEMENT

The Integrated Report is part of longer **journey of transparency which FIGC set out on in 2011** with the aim of testifying the increasingly important role football plays in Italy on a sporting, economic and social level. The previous editions of the Integrated Report and **all the other publications which FIGC makes available** for its internal and external stakeholders (Sustainability Report, ReportCalcio, Management Report, Income Statement of Italian Football) can be found in the 'Transparency' section on the FIGC website: [figc.it/it/federazione/federazionetrasparente/disposizioni-general](https://figc.it/it/federazione/federazionetrasparente/disposizioni-general).



# A JOURNEY OF IMPROVEMENT

## FROM THE SUSTAINABILITY REPORT...

...COMMUNICATING SOCIAL RESPONSIBILITY STRATEGIES

## ...TO THE INTEGRATED REPORT

...IDENTIFYING CAPITALS MANAGED AND CAPITALS AFFECTED

...REPORTING THE VALUE CREATED THROUGH CAPITALS











The Italian Football Association – 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.





**INTEGRATED  
REPORT** 20  
21

**01**

# MISSION, GOVERNANCE AND OBJECTIVES





# 1.1 IDENTITY, MISSION AND VALUES THE ITALIAN FOOTBALL ASSOCIATION (FIGC)



FIGC IS THE ASSOCIATION OF SPORTS CLUBS AND ASSOCIATIONS  
WHOSE GOAL IS TO PLAY THE GAME OF FOOTBALL IN ITALY

FIGC IS MADE UP OF

## LEAGUES

Responsible for organising professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (National Amateur League/LND) championships



## TECHNICAL BODIES

Italian Players' Union and Italian Coaches' Union (AIC and AIAC)



## AIA

The Italian Referees' Association (AIA) appoints referees and assistant referees for FIGC matches



## SECTORS

Technical Sector and Youth and School Sector



## THE ITALIAN FOOTBALL PYRAMID 2020-2021 HIGHLIGHTS



\*As of the 2018-2019 season, FIGC has taken on direct responsibility for the organisation of the top-tier national women's championships. Since 2019-2020 it has also organised Paralympic and Experimental Football activities



## FIGC'S ROLE IN THE ITALIAN SPORTS SYSTEM

In accordance with the principles set out in the FIGC Statute, the Italian Football Association is recognised which legal personality under private law and is affiliated to the Italian Olympic Committee (CONI) as the body whose purpose is to promote and regulate football and associated activities in Italy.

FIGC's main headquarters are located in Rome (Via Gregorio Allegri, 14). The Federal Technical Centre is situated in Coverciano (Florence) and there are other local offices, particularly those representing the Youth and School Sector for the purposes of coordinating youth activities at a regional level. FIGC also manages Regional Committees, Autonomous Provincial Committees and regional Sections of the Italian Referees' Association.

FIGC is the only Italian sports association recognised by the Italian Olympic Committee (CONI), the Union des Associations Européennes de Football (UEFA) and the Fédération Internationale de Football Association (FIFA) for all matters relating to football both nationally and internationally.



## FIGC'S POSITION IN THE INTERNATIONAL SPORTS SYSTEM

### THE OLYMPIC MOVEMENT: ORGANISATION

THE MISSION AND ORGANISATION OF THE OLYMPIC MOVEMENT ARE SET OUT IN THE OLYMPIC CHARTER, THE FIRST VERSION OF WHICH WAS WRITTEN BY PIERRE DE COUBERTIN IN 1898.

#### INTERNATIONAL OLYMPIC COMMITTEE



#### LOCAL ORGANISING COMMITTEES FOR THE OLYMPIC GAMES



#### NATIONAL OLYMPIC COMMITTEES



#### INTERNATIONAL SPORTS FEDERATIONS

FIFA

#### NATIONAL SPORTS FEDERATIONS



#### SPORTS CLUBS, ATHLETES, COACHES AND MATCH OFFICIALS





## FIGC'S POSITION IN THE ITALIAN SPORTS SYSTEM



CONI

As member of the International Olympic Committee (IOC), the **Italian Olympic Committee (CONI)** is the body that regulates and manages sports activities in Italy. CONI is a public body **responsible for the organisation and development of sport in Italy and the promotion of sporting activities.** There are around **120,000 different sports clubs** in the Italian sports system, with a total of around **12 million members.**

## SPORTS BODIES RECOGNISED BY CONI

**FIGC IS ONE OF 44 NATIONAL SPORTS FEDERATIONS AFFILIATED TO CONI**

National Sports Federations pursue their objectives through the running of sports activities and related promotional activities, in accordance with national and international sporting bodies. Sports clubs, multisports clubs and amateur sports associations can be affiliated to National Sports Federations, which maintain technical, organisational and management autonomy regarding their own institutional activities under the supervision of CONI. However, all Federal activities are regulated by the content of the FIGC Statute, the regulations and the laws set out in the Civil Code.

## NATIONAL SPORTS FEDERATIONS

10 Military Sports Groups and State Corps

## ASSOCIATED SPORTS DISCIPLINES

Associated Sports Disciplines are made up of amateur sports clubs and associations in accordance with the specific cases set out in the Statutes, in relation to the specific activities of individual registered members. They are non-profit associations governed by private law.

## SPORTS PROMOTION BODIES

Sports Promotion Bodies have the goal of promoting and organising physical and sporting activities for recreational and educational purposes. Each one has its own mission within the common objective of promoting the values of sport.

## DESERVING ASSOCIATIONS

Deserving Associations have the aim of promoting social initiatives and the values of sport. They are made up of registered members who promote sporting and cultural activities by organising promotional initiatives at various levels.

44

19

15

19

12

INTEGRATED 20  
REPORT 21



## FIGC'S FUNCTIONS

IN ORDER TO **PROMOTE AND REGULATE FOOTBALL IN ITALY**, FIGC UNDERTAKES **THE FOLLOWING FUNCTIONS**:

- Overseeing **international football relations** with the objective of aligning **sports calendars**
- Managing the sporting, technical, organisational and financial aspects of the **National Teams**
- **Regulatory and guarantor** functions, particularly as regards **Sports Justice**, match officials and checks on clubs
- Promoting **national technical development and youth sectors**, partly through issuing and managing the plans and objectives of the **Technical Sector** and the **Youth and School Sector**
- Overseeing **sports-related health matters** and preventing and **suppressing the use of substances** and methods which alter the natural physical performance levels of athletes
- Regulating the **affiliation of clubs and associations to FIGC** and regulating the **registration**
- Deciding on the **format and formula of championships** in agreement with the relevant Leagues, after consultation with the Technical Bodies
- Setting the requirements and **criteria for promotion, relegation and championship registration**, in addition to adopting a Licensing System for participation in professional championships in accordance with UEFA principles regarding licensing for European competitions, implementing **systems for monitoring** clubs' compliance with organisational, functional, managerial and financial balance requirements, including through the appointment of dedicated bodies
- Issuing **regulations on players' registration** and fielding players who are **not eligible for the National Teams**, subsequent to consultation with the Leagues and associations representing the Technical Bodies
- Setting the **criteria for the allocation of resources** made available to FIGC and upholding the **principle of financial solidarity** between professional and amateur clubs
- Issuing informative **principles regarding the regulations** of the Leagues and the Italian Referees' Association
- Recognising the most representative **players' and coaches' union** for the purposes of organising the **electoral procedures of FIGC bodies** and other duties set out in the FIGC Statute





## ITALIAN FOOTBALL'S INTERNAL STAKEHOLDERS

### CLUBS



Undertake activities associated with the game of football in Italy and use FIGC-registered players.

### LEAGUES

FIGC deputizes the Leagues for the organisation of the competitive activities of football clubs through championships in different tiers. There are currently three professional football Leagues:



**Lega Serie A:** organises Serie A, the Coppa Italia, the Italian Super Cup, the Primavera 1 Championship, the Primavera Coppa Italia and the Primavera Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.



**Lega Serie B:** organises Serie B, the Primavera 2 Championship and the Primavera 2 Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.



**Lega Italiana Calcio Professionistico:** organises Serie C, the Serie C Coppa Italia, the Serie C Super Cup and the Primavera 3 Championship. Set up in 1959, with headquarters in Via Jacopo da Diacceto 19 in Florence.



Clubs that register only amateur athletes and compete in national, regional and provincial amateur championships (Men's, Women's and Youth 11-a-side, Futsal and Beach Soccer) make up the association known as the **National Amateur League** (LND – Lega Nazionale Dilettanti). The LND was set up in 1959 and is based in Piazzale Flaminio 9 in Rome. It is a private body bringing together FIGC-affiliated clubs and associations that participate in amateur football championships.

### TECHNICAL SECTOR



Set up in 1959, the Technical Sector is the FIGC body responsible for undertaking research and qualification activities designed to promote and improve football technique. To this end, the Technical Sector is responsible for maintaining international relations relating to the definition of the laws of the game and training methods for players and coaches. The Technical Sector is based at the FIGC Technical Centre in Coverciano. The President of the Technical Sector is appointed by the FIGC Executive Committee.



### YOUTH AND SCHOOL SECTOR



In collaboration with CONI and the relevant public bodies, FIGC promotes, regulates and organises youth football activities for players aged 5-16 for technical, educational and social purposes.

The Youth and School Sector has organisational and decision-making autonomy as regards its management, under the administrative control of FIGC. The Youth and School Sector was set up in 1947 and is based in Via Po 36 in Rome. The President of the Youth and School sector is appointed by the FIGC Executive Committee.

### TECHNICAL BODIES AND ASSOCIATIONS

The players' associations and coaches' associations with the most registered members and greatest reach in terms of regional coverage and the various categories make up the Technical Bodies. Players and Coaches appoint representatives to participate in FIGC's governing bodies (General Assembly, Executive Committee and Presidential Board). The Italian Player's Union and the Italian Coaches' Union are the organisations with the most players and coaches as members and are responsible for signing collective bargaining agreements.



**Italian Players' Union (AIC):** set up in Milan in 1968, the AIC aims to protect the moral, professional and financial interests of all male and female member players. AIC is based in Contra della Grazie 10 in Vicenza.



**Italian Coaches' Union (AIAC):** set up in 1966, the AIAC is the organisation that protects the sporting, professional, moral and financial interests of football coaches and athletic trainers in Italy. The AIAC is based at the FIGC Technical Centre in Coverciano, Florence.

### ITALIAN REFEREES' ASSOCIATION (AIA)



match officials ensure the technical and sporting regularity of matches, ensuring the laws of the game and the disciplinary measures in force are respected. The AIA recruits, trains, ranks and appoints match officials, who maintain operational and administrative autonomy. AIA was set up in 1911 in Milan and is based in Via Campania 47 in Rome. The AIA President is elected by all the member referee.



## FIGC GOVERNING BODIES

The main functions of the **General Assembly** include **adopting the FIGC Statute**, **appointing lifelong** FIGC Honorary Presidents and Honorary Members (on the proposal of the FIGC Committee) and **electing** the FIGC President and the President of the Board of Auditors.

The **legal representative of FIGC**, the **President** has **general responsibility for the sports and technical area** and is in charge of **planning, direction and control** in the pursuit of **on-field results on a national and international level**. After liaising with the Vice Presidents, the President adopts administrative, technical and sporting measures which are not specifically devolved to other bodies.

**Vice Presidents** can be **appointed to specific roles by the FIGC President**, as well as serving as legal representatives in the event that the President is absent or impeded.

The **Presidential Committee** assists the President in preparing documents that relate to **accounting and management matters outside of ordinary administration**, oversees the preparation of the draft and final budget sheets and submits **economic and financial measures regarding injury cover** for players called up to the National Teams to the Executive Committee for approval.

The **Executive Committee** is FIGC's regulatory body, providing general direction and overseeing administration. The main legislative tools issued by the FIGC Executive Committee are FIGC's **Internal Organisational Regulations (NOIF)**, the Disciplinary Code and **anti-doping regulations, control standards for football clubs** and the **National and UEFA Licensing manuals**. The other main functions include appointing members of the Committees and Sports Justice Bodies, approving the budget and financial statements, approving national and international programmes, coordinating competitive activities devolved to the Leagues and approving resolutions on championship formats. The Executive Committee also **examines appeals** lodged by clubs regarding admission to championships, **approves the statutes and regulations of the Leagues, the AIA and the Sectors** and approves the electoral regulations of the Technical Bodies.

The **General Secretary** is responsible for the **institutional, administrative and financial management** of FIGC. The General Secretary is also responsible for the preparation of the budget and financial statements, oversees the organisation of FIGC departments and staff, and implements work programmes to implement the decisions of the FIGC President and Executive Committee.

The **Board of Auditors** oversees the overall **economic and financial management** of FIGC and its bodies.





## ETHICAL AND PROFESSIONAL VALUES

In 2015, FIGC updated its **Code of Ethics** (available on the “Transparency” section of the figc.it website). This document collates the **principles and rules** that govern the commitments and ethical responsibilities to which all those who work for FIGC **must adhere**. The Code of Ethics is also an integral part of the **Organisation, Management and Control Model**, pursuant to Legislative Decree 231/2001.

RESPECT  
FOR PEOPLE

ENVIRONMENTAL  
SUSTAINABILITY

CONFIDENTIALITY

HEALTH AND  
SAFETY IN THE  
WORKPLACE

LEGALITY/  
HONESTY

TRANSPARENCY

FAIRNESS AND  
IMPARTIALITY

VALUING  
CO-WORKERS/  
EMPLOYEES



# 1.2 FIGC AND SDGs



## SUSTAINABLE DEVELOPMENT GOALS 17 GOALS TO TRANSFORM OUR WORLD

On 25 September 2015, the United Nations (UN) approved the 2030 Agenda for Sustainable Development, which encompassed **17 Sustainable Development Goals** (SDGs) containing 169 targets to be achieved by 2030.

Modern football organisations, in accordance with their own targets, are increasingly placing an emphasis on developing plans and programmes designed to pursue the **Sustainable**

**Development Goals**, thereby helping to reach the global targets set.

The infographic shows the **nine key SDGs that FIGC has chosen to adopt** (as well as some examples of the initiatives run), in accordance with its own objectives and strategy, to contribute to achieving the global targets set.

### 3 GOOD HEALTH AND WELL BEING



- ⊗ Promoting and organising sporting activity
- ⊗ Developing youth football and programmes to raise awareness regarding health and a good diet
- ⊗ Fight against doping
- ⊗ Development programme for sporting and educational activities on a local level (FIGC Technical Centres and the Evolution Programme)

### 4 QUALITY EDUCATION



- ⊗ FIGC-Ministry of the Interior framework agreement and programme of sporting activity and education at schools
- ⊗ Training programmes devoted to the technical, refereeing and managerial fields
- ⊗ Coverciano school as best practice internationally
- ⊗ The FIGC transparency pathway
- ⊗ FIGC Youth Lab
- ⊗ Support for studying (National Teams)

### 5 GENDER EQUALITY



- ⊗ Women's football development programme
- ⊗ Development of the sporting side of women's football (e.g. increase in registered members), as well as in the media and commercially
- ⊗ Introducing professionalisation into women's football and the 2021-2025 strategy
- ⊗ Social campaigns and initiatives focused on empowerment and the fight against violence towards women

### 8 DECENT WORK AND ECONOMIC GROWTH



- ⊗ Programmes aimed at boosting financial sustainability across all levels of Italian football
- ⊗ Support for Italian football during the pandemic
- ⊗ FIGC Human Capital development programmes (training, merit-based system, business welfare and healthcare protection)
- ⊗ New commercial strategy (internalising the business area)

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- ⊗ Technology on the field (GLT and VAR)
- ⊗ FIGC's digitalisation programme
- ⊗ Investment in e-sports and other fan engagement programmes
- ⊗ FIGC productive and natural capital development programme (e.g. investments in Coverciano)
- ⊗ Projects aimed at developing sporting facilities at all levels of football

### 10 REDUCED INEQUALITIES



- ⊗ FIGC's social responsibility programme
- ⊗ Social campaigns developed during COVID-19
- ⊗ Introduction of the Paralympic Football and Experimental Division
- ⊗ Projects to fight violence, racism and discrimination
- ⊗ Social inclusion programmes (e.g. the RETE! project)

### 11 SUSTAINABLE CITIES AND COMMUNITIES



- ⊗ Organising major events in Italy that are able to generate a long-term legacy for the regions involved and the country as a whole
- ⊗ Applying to host the biggest upcoming events (e.g. UEFA EURO 2032)
- ⊗ Investing in environmental sustainability (Life Tackle project)

### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- ⊗ Managing sporting justice
- ⊗ Revisiting FIGC laws
- ⊗ Introducing the sporting "231"
- ⊗ Fight against violence towards referees
- ⊗ Fight against match-fixing and integrity training
- ⊗ Zona Luce project at youth detention centres
- ⊗ Web portal for protecting minors
- ⊗ Freed by Football project

### 17 PARTNERSHIPS FOR THE GOALS



- ⊗ Stakeholder engagement programmes
- ⊗ Managing all stakeholders regarding the strategy to adopt to safeguard football in the COVID-19 period
- ⊗ Sharing ideas with external stakeholders (e.g. the Government) regarding strategies and measures to take for the future
- ⊗ Domestic and international sports governance
- ⊗ International affiliations and collaborations





# 1.3 MANAGEMENT MODEL

## FIGC FUNCTIONS AND OBJECTIVES

### MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

#### RISKS AND OPPORTUNITIES

#### STAKEHOLDER RELATIONS

##### CAPITAL MANAGEMENT

###### FINANCIAL CAPITAL

- ⊗ Contributions (Sport e Salute and others)
- ⊗ Membership fees
- ⊗ Revenues from international events
- ⊗ Commercial, advertising and sponsorship revenues
- ⊗ Other revenues

###### REAL ASSETS AND NATURAL CAPITAL

- ⊗ FIGC Technical Centre in 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 assets of National Teams
- ⊗ Organisational structure
- ⊗ Rules and procedures

###### SOCIAL AND RELATIONSHIP CAPITAL

- ⊗ Relationships with institutions
- ⊗ Relationships on a local level
- ⊗ Relationships with international bodies
- ⊗ Relationships between FIGC, its bodies, teams, registered members and families

##### FIGC ACTIVITIES AND INITIATIVES

###### SPORTS ACTIVITIES

###### FOOTBALL DEVELOPMENT ACTIVITIES

###### SOCIAL INCLUSION ACTIVITIES

###### ENHANCING FIGC'S BRAND IDENTITY

###### EFFICIENCY AND INTERNAL ORGANISATION

##### TYPES OF CAPITAL AFFECTED

- ⊗ Financial, Human, Intellectual and Organisational Capital

- ⊗ Financial, Real Assets and Natural, Relationship and Organisational Capital

- ⊗ Social and Relationship Capital

- ⊗ Financial, Intellectual and Organisational Capital

- ⊗ Financial, Human, Intellectual and Organisational Capital

##### STRATEGIC OBJECTIVES AND RESULTS ACHIEVED

- ⊗ OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- ⊗ DEVELOPMENT OF YOUTH FOOTBALL
- ⊗ DEVELOPMENT OF WOMEN'S FOOTBALL
- ⊗ DEVELOPMENT OF COACHES AND MATCH OFFICIALS
- ⊗ REGULATORY FRAMEWORK AND SUSTAINABILITY OF THE FOOTBALL SYSTEM
- ⊗ MAJOR EVENTS AND INTERNATIONAL DIMENSION
- ⊗ INVESTMENT IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL
- ⊗ FAN ENGAGEMENT
- ⊗ INVESTMENT IN SPORTS FACILITIES
- ⊗ MANAGEMENT OF THE COVID-19 HEALTH EMERGENCY

- ⊗ INCREASED SOCIAL COMMITMENT AND PARALYMPIC AND EXPERIMENTAL FOOTBALL ACTIVITIES

- ⊗ EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT

- ⊗ CREATION OF NEW DIGITAL PLATFORMS

### VISION FOR THE FUTURE

### CREATION OF VALUE OVER TIME

### EXTERNAL CONTEXT





# 1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS

Despite the significant impact brought about by the health crisis, football continues to represent a fundamental asset for Italy from a sporting, economic and social level. The strategy launched by FIGC will enable us to further optimise the socio-economic impact of Italian football and the development of the game as a whole in the coming years.

## OPTIMISED MANAGEMENT OF NATIONAL TEAMS



- Reorganisation of Club Italia
- Completion and strengthening of technical staff frameworks
- Generational change in the Men's National team and development of the National Youth Team supply chain, record qualification to UEFA EURO 2020 (10 wins in 10 games) and **EUROPEAN TITLE WIN IN JULY 2021 (SECOND IN THE COUNTRY'S HISTORY)**, with big socio-economic and reputational impacts for the entire country (also in terms of visibility and international exposure)
- First place in League A of the UEFA Nations League and qualification for the final four of the competition, held in Italy (third place finish), with a return to the top 10 of the FIFA rankings after more than four years (37 consecutive matches undefeated, world record in the history of football) and second consecutive qualification at The Final Four (2022)
- Initiation of selection and training pathways for players of interest to the National Team, with the aim of easing the transition from National Youth Teams to the Senior National Team and expansion of the pool of players available for selection, following the second consecutive failure of the men's national team to qualify for the world cup
- Improving the results and ranking of National Youth Teams
- Attention to the education and schooling of players in the National Youth Teams (collaboration with Foro Italico University of Rome)



- Italy as best practice in Beach Soccer: 2018 European Champions, 2019 World Cup Runners Up, gold medallist at 2019 Mediterranean Games and third place at 2021 European Championships
- Creation of new Women's Beach Soccer National Team (2022 European Cup Runners Up)
- Creation of Azzurri Legends National Team to increase fan engagement and fundraise for social projects
- Health crisis management: interruption and resumption of activities, implementation of health protocols
- Growth in media profiles at all levels (senior, youth, women's, Beach Soccer and Futsal)
- Initiation of a path towards sharing Club Italia's technical expertise ("Performance Italia" project)

## STRENGTHENING OF YOUTH FOOTBALL



- FIGC Federal Technical Centres: centres of excellence for talent development
- New local development programme: "Evolution Programme"
- Football for all: Grassroots Festival and Calcio Integrato (Integrated Football)
- FIGC-Ministry of Education agreement: "Valori in Rete" (Online Values); educational and sport programmes in schools: "Uno - due calcia" (One, two, kick), "Giococalciando" (Kickabout – winner of UEFA's Best Grassroots Project Award), "Ragazze in Gioco" (Girls in the Game), "Campionati" (Born winners), "Un Goal per la Salute" (A Goal for Health), "Arbitro Scolastico" (School Referee), "Un Calcio al Bullismo" (Kick out Bullying) and new school project "Tutti in Goal" (Everyone Scores)
- UEFA "Football in Schools Project", using football as a means of education, inclusion and playing sport (even at a distance)
- Support for European Sport Week, promoted by the European Commission to encourage people to play sport
- Organisation of top National Youth Leagues, new formats (U18, U14, and U13 Pro and Elite National Championships) and national finals, raising the media profile and interest generated by Youth Championships





## ENHANCEMENT OF WOMEN'S FOOTBALL



Health crisis management: interruption and resumption of activities, implementation of health protocols and identification of alternative ways of playing football (individual training, Grassroots Challenge, flexible ways of playing, test matches), delivery of sports equipment to those most affected by the health crisis, zero registration fees for regional and local youth leagues

Inclusion initiatives during the health crisis: digital training and outreach programmes for all stakeholders involved in youth football (clubs, members of staff, managers, schools, etc.), for instance: #NOIGIOCHIAMOINCASA (#WEPLAYATHOME), #CONFRONTIAMOCI (#LETSTALK), #BACKSTAGE, #TUTTOQUELLOCHEILIBRINONSPIEGANO (#EVERYTHINGBOOKSDONTTELLYOU), #RESTART AND "SGS Academy"

"FIGC Youth Lab": innovation laboratory (and innovation training) just for staff involved in youth football

New social responsibility programmes: "Zona Luce" (Light Zone) involving country's youth detention centres

Launch of the child protection web portal and dedicated training programmes

Anti-bullying awareness programme with the launch of a dedicated app

Development of Youth Beach Soccer: new U20 league, Youth Beach Soccer activities introduced and Football Academies established, integrated into the basic activities managed by FIGC Youth and Schools Sector

Development of Youth Futsal: dedicated tournaments (e.g. National U13 Futsal Élite tournament), new "Futsal Challenge" competitions and "Futsal+" Training Camps

Development of 3 different programmes for youth football coaches, football school and youth academy directors, teachers and coaches involved in training and promoting football in schools

Training activities conducted by the SGS Academy, as well as courses for instructors who do not have a FIGC Level E Qualification (Entry Level Courses)

Synergy with men's professional football

Trend towards growth in investment, media attention and numbers of female players registered

New rules and governance of FIGC Women's Football Division

FIGC takes ownership of organising major competitions, improving the organisation of top women's national championships and updating the format of major competitions

Italian Referees' Association appoints CAN PRO referees, who work in the men's third division, to top competitions

New National Licensing requirements which aim to raise the level of professionalism among club technical and managerial staff, paying particular attention to youth development, and UEFA licences issued to women's football clubs for the first time

Increase in media coverage and the marketing profile of the National Team and women's leagues (dedicated sponsorship and tv rights agreements for major competitions)

Significant increase in interest in women's football, tv audiences for top competitions, fans and followers on social media/youtube and revenue from tv rights and sponsorships







**FIGC**  
DIVISIONE CALCIO  
FEMMINILE



International growth: major competitions from the Women's Football Division distributed on tv worldwide (for the first time)

Major professional men's stadiums used for top women's football matches at international level (UEFA Women's Champions League)

New brand identity for the Women's Football Division and competitions

Strengthening of the technical and organisational staff for the Women's National Teams

Qualification for 2019 FIFA Women's World Cup (first time in 20 years), reaching the quarter-finals and qualification for the FIFA Women's World Cup 2023 (second consecutive time, for the first time in the history of the Women's National Team)

2019 FIFA Women's World Cup boosted the growth and development of the women's game: the success of #RAGAZZEMONDIALI

Qualification of the Women's National Team for UEFA EURO 2022

Improved technical profile of top leagues and women's team results at international level, with Italian players winning prestigious international awards

Development of youth women's football: U17 and U15 Leagues, Danone Nations Cup, U15 Development programme, Regional U15 Girls Selection, Calcio+ (among the top five best European development projects at UEFA level), completion of the supply chain and strengthening of local presence, "Playmakers" promotional project in collaboration with UEFA and Disney

Introduction of free registration in youth women's football

Health crisis management: interruption and resumption of activities, implementation of health protocols

Allocation of funds by FIFA, UEFA and FIGC to address the COVID-19 crisis and promote women's football

Women's Serie A becomes professional from 2022-2023 season

New communication and engagement initiatives: evolution of the *look & feel* of the social media pages and the creation of a dedicated internal digital team; "UNICHE" (UNIQUE) docuseries, "ONE OF US WOMEN" talent game, partnership with Casa Surace, television slots to present schedules and competitions, production of real-time television clips using video technology based on artificial intelligence, enhancement of the information on the FIGC website and social media channels (live match, statistics on team and player performances, trivia, weekly columns, etc.)

Social responsibility programmes based on four main themes: culture, empowerment, fighting violence against women, health and prevention; main project areas: #UNAPASSIONEDANUTRIRE (#FEEDINGYOURPASSION – culture and education on nutrition), #LADIVINAFINALE (commemoration of 700 years since the death of DANTE ALIGHIERI), "INDIFESA" (helpless – support for Terre des Hommes' campaign for women's empowerment)

Project to encourage people from women's clubs to participate in sports director, fitness coach, goalkeeping coach and UEFA A coach courses

Launch of the 2021-2025 women's football development strategy in partnership with UEFA

Organisation of sessions for top women's football on the fight against match fixing, betting and football regulations

Organisation of meetings between representatives of FIGC Club Italia and women's football clubs to share technical ideas



INTEGRATED  
REPORT 2021



21



## DEVELOPMENT OF COACHES AND MATCH OFFICIALS



- New governance of the Italian Referees' Association
- Training programmes for match officials
- Implementation of on-field technology: Goal Line Technology and Video Assistant Referee
- Opening of the central VAR room in El Towers complex in Lissone
- Completion of VAR and ASSISTANT VAR referee training path to prepare for the use of technology in Serie B from 2021-2022
- Action against violence towards match officials
- Italian referees at the top of the world rankings
- "Becoming a referee: a kid's dream" project: video series on Italian refereeing excellence (winner of the creativity and innovation prize at the 2021 UEFA GROW Awards)
- Rejoining of national refereeing committees (CAN) A and B (new larger combined workforce)
- Establishment of the National Monitoring Committee (CON)
- Interregional Refereeing Committee (CAI) and Serie D National Refereeing Committee (CAN D) united under CAN D, while Futsal has been split into CAN 5 Élite, which brings together Futsal Serie A referees, and CAN 5, for Serie B matches
- Establishment of VAR PRO role (former referees who have just retired on account of their age can continue their activities as VAR specialists)
- Introduction of the new coordinator of institutional relations role between the National Refereeing Committee (CAN) and Serie A and B clubs
- Daniele Orsato as first referee to participate in a TV programme



- Celebration of 110 years of the Italian Referees' Association (AIA) and presentation of the new official AIA logo
- Introduction of player/referee dual membership
- Launch of new courses on becoming a football referee which are free and organised in all 207 Italian sections
- #DIVENTARBITRO (#BECOMEAREFEE) campaign to promote the recruitment of new match officials
- Amendment to the rules of the Italian Referees' Association and new operating regulations for technical bodies
- New governance of the FIGC Technical Sector
- Coverciano as an example of international best practice in the coaching education
- Enhancement of educational programmes for match analysis and monitoring
- New training programme for Youth Academy Directors
- New D licence courses for regional amateur coaches
- New UEFA A and B combined course for experienced professional players
- Development of the scientific outlook of the FIGC Technical Sector: publication of dedicated studies and specialist research
- Introduction of online courses in order for teaching to go uninterrupted during the health crisis and organisation of initiatives to involve technical staff during the period of inactivity: "Come allenare ai tempi del coronavirus" (How to coach in times of covid) and "Da tecnico a tecnico" (From one coach to another) podcasts
- Organisation of the "Panchina d'oro" (Gold bench – to reward the best coaches) and the "Cronometro d'oro" (Gold stopwatch – for the best fitness coaches)
- Unveiling of a new pilot course for Beach Soccer coaches
- Launch of the first Italian "UEFA GK A" course, a training course designed specifically for goalkeeping coaches
- Managerial training: executive programme on football management, organised with SDA Bocconi
- Historic debut of female referee Maria Sole Ferrieri Caputi in an official Serie A men's game





## REGULATORY FRAMEWORK AND THE SUSTAINABILITY OF THE FOOTBALL SYSTEM



- Sustainability of professional football: new multi-year criteria spanning organisational, infrastructural and economic/financial factors
- Reduction of time required for the release of National Licences
- Increased penalties for missed payments on overdue debts and protection for competitive sport
- Review and strengthening of the Professional Football Financial Control Committee
- Training courses for managers in the football industry
- New regulations to maintain public order during football matches
- Recognition of youth player development: updated provisions on solidarity payments and training compensation
- New FIGC statute
- Extension of legislative decree 231/2001 to sports fraud
- Reform of the Primavera championships, divided into four levels
- New disciplinary code
- New regulations on equity ownership in clubs
- New regulations on company acquisitions and the prohibition of multiple shareholdings by the same entity (multiple-club ownership) in the professional sphere
- New FIGC regulations on sports agents and related disciplinary proceedings
- Launch of the path to reforming top professional and top amateur leagues



- Fight against match-fixing and dedicated educational programmes
- Fight against doping and dedicated educational programmes
- Approval of statutes and regulations for leagues and their components
- New guiding principles for league statutes and regulations (homogenisation of the criteria for establishing quorums to convene and pass resolutions)
- Agreement with the Italian Players' Union (AIC) on FIGC's use of image rights from male and female players
- Management of international funding programmes for development projects and providing support during the health crisis: Erasmus+, UEFA HatTrick and FIFA Forward
- Enhancing FIGC's institutional profile on a national and international level, with the election of FIGC President Gravina to be a member of the Italian National Olympic Committee (CONI) and UEFA Executive Committee, as well as Evelina Christillin's appointment as a UEFA member of the FIFA council
- Tour of Regional National Amateur League headquarters by president Gravina to understand local needs
- Strong opposition from FIGC to the plan to create the Super League (passing of the so-called anti-super league rule)
- Memorandum of understanding with the Italian Rugby Association in order to promote wider access to sport and the modernisation of sports facilities
- National Amateur League external commissioner appointed to adapt the rules based on CONI and FIGC principles, approve the budget and hold new elections





## MAJOR EVENTS AND INTERNATIONAL DIMENSION



- 2019 UEFA Elective Congress
- 2019 European Under-21 Championships
- UEFA EURO 2020: post-COVID-19 recovery strategy and setting of health protocols, lead-up to and definition of the organisational aspects of the matches hosted in Rome together with institutional and operational stakeholders (Government; Municipality of Rome; Sport e Salute; CONI; Rome Airports)
- 2020 European Championships (June - July 2021): 4 matches played in Rome (including the opening match and accompanying opening ceremony), with significant positive socio-economic, tourism and employment impacts on the country, Stadio Olimpico infrastructural investments and record outcomes in terms of interest, TV audiences, engagement and commercial revenues, as well as initiatives and collateral projects: UEFA festival, football village in Piazza del Popolo, touring fan zone in Rome's most iconic locations, Public Screening at the Imperial Forums, youth tournaments, Casa Azzurri, documentary "Sogno Azzurro", TV broadcast of "Notte Azzurra" and dedicated social media campaigns (Rinascimento Azzurro - Blue Rebirth)
- Approval of the draft law tackling ambush marketing (requirement for UEFA EURO 2020)
- Final Four of the 2020-2021 UEFA Nations League (Turin and Milan)
- 2021-2022 Women's Champions League final (Turin)
- Legacy of major events: volunteer programme
- Italy expressing an interest in hosting UEFA EURO 2032
- Seminars, workshops and other international events held in Italy
- Presence of Italian executives in the main international bodies (FIFA and UEFA)
- Memorandum of understanding between the Italian FA and the Chinese government for the development of football in CHINA



- Collaboration agreements with other football associations (including the Saudi Arabian Football Association, with the aim of developing women's football)
- Technical collaboration and sharing of expertise with the Qatar Football Association (UEFA Assist funding programme)
- Agreement reached between FIGC and European Commission Representatives in Italy, with the joint objective of developing projects and initiatives aimed at improving inclusion, social responsibility, good governance of sport, the fight against doping and sustainability
- Use of European funds: "Fans Matter", "Life Tackle", "Green Sports Hub Europe" and "Football for a Better Chance 2.0" projects
- Agreement with the Ministry of Tourism to export the image of "Made in Italy" products through the national football teams
- Agreement with the Ministry of Economic Development for the development of joint initiatives in fighting counterfeiting

## INCREASED SOCIAL COMMITMENTS AND ACTIVITIES OF PARALYMPIC AND EXPERIMENTAL FOOTBALL



- "RETE!" (GOAL!) project, in collaboration with the Ministry of the Interior, ANCI and SAI Centres, and the development of the new "Refugee Teams" programme, with the participation in sports and educational activities of unaccompanied foreign minors and young adults seeking international protection
- Round table discussion against racism and launch of the multi-stakeholder anti-discrimination campaign "UNITED BY THE SAME COLOURS", with the participation of all the stakeholders of Italian football for the first time
- "Football for a Better Chance 2.0" project, funded by the European Union to develop collaboration projects and social inclusion in football
- Realization of the new corporate social responsibility programme and start of the path that will lead FIGC to adopt a sustainability strategy
- Development of initiatives to support non-profit organisations and fundraising campaigns







Establishment of campaigns of social interest on some key issues: combating violence against women, combating racism and discrimination, research on cancer and rare genetic diseases

- Ongoing collaboration with the Bambino Gesù Children's Hospital
- "Freed by Football" project developed with the Court of Minors of Reggio Calabria
- Special team non-profit association (with the "Leggende Azzurre" - Blue Legends)
- Humanitarian emergency in Afghanistan and Ukraine: dedicated reception, integration and intervention programmes (at a social and sporting level)

Paralympic and Experimental Football Division within FIGC and organisation of Quarta Categoria tournament, aimed at youngsters with learning and social difficulties, winner of the "Best Disability Initiative" award (UEFA Grassroots Awards 2020)

- Launch of the DCPS (Paralympic and Experimental Football Division) implementation plan, with the gradual transfer of all football activities for the disabled from the Italian Paralympic Committee to FIGC
- Formation of the the Board of Directors for the DCPS
- Development of participatory initiatives for DCPS players during the health crisis: technical training courses and athletic training courses, online meetings with testimonial of excellence from Italian football, FIFA Special eChallenge esports tournaments, Trequartista Challenge Volume 1 and 2, with the organisation of Paralympic and Experimental Football Division sports camp to reward the winners of the contest
- Gradual resumption of sporting activity after the most acute phase of the pandemic (test match and subsequent restart of competitions)
- Creation of Paralympic and Experimental Football Division Medical Committee and introduction of educational programme on anti-doping issues
- Launch of a course for coaches of disabled players
- "Disabilitiamo i pregiudizi" (Disabling prejudices) awareness campaign with the Paralympic and Experimental Football Division
- DCPS communication strategy: website, logo, official social media channels, #SIAMOCALCIO (#WEAREFOOTBALL) television programme, participation of representatives of Paralympic and Experimental Football in some television programmes

## INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL



- Italian football Hall of Fame
- Development project for the "Museo del Calcio" (Italian Football Museum)
- New digital archive of the football museum
- "Virtual" opening of the football museum during lockdown (digital tour on social media channels)
- Programme of celebrations to mark the 20th anniversary of the Italian football museum
- Structural renovation: new memorabilia from the past and recent history of the National team, introduction of new exhibitions, cinema-hall, training places for students and dedicated exhibitions, including as part of a tour (e.g. Casa Azzurri in Rome and exhibition "Azzurra: la grande storia della Nazionale") (Azzurra: the wonderful history of the National team) in Emilia Romagna)
- New school and educational visits of the museum, initiatives aimed at the younger generations and football schools
- Inauguration of the new "Corte di Campioni" (Champions' Court), a FIGC timeline and the list of coaches and over 800 players who have represented Italy throughout its history
- New communication strategy and launch of the museum's social media channels
- Launch and development of the Football Museum's official app
- Enhancement of the scientific dimension of research: projects and historical reconstruction programmes covering some issues related to Italian football
- Museum featured on television broadcasts
- Launch of the #NONNIAMUSEODELCALCIO (#GRANDPARENTSATTHEFOOTBALLMUSEUM) photo award contest
- Growth in the number of domestic and foreign visitors in 2021, despite the health crisis





## CREATION OF NEW DIGITAL PLATFORMS



- FIGC digitalization programme
- Football DATA INTEGRATION 360 platform to create an interactive database for Club Italia
- Online FIGC registration service
- New Extranet platform for all the stakeholders in the football industry
- Online referee reports and service platform for the Women's Football and Paralympic and Experimental Football Divisions
- Employee portal (Human Resources)
- Online Sports Process
- Online courses for the Technical Sector and Youth and School Sector
- Online registration of coaches
- Online management of Youth and Schools Sector championships

## EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT



- Reorganisation and streamlining of FIGC structure
- Reorganisation of sports justice
- Stakeholder engagement: 6 working groups focusing on sports justice, facilities, governance, marketing, Club Italia and championship reform
- Human Resources training: UEFA Certificate in Football Management (CFM), IT courses, language courses, etc.
- Internal Human Resources development and hiring of new young employees with an international outlook, promotion of merit and enhancement of the "job rotation" project

- Corporate welfare programmes
- Transparency and publications: Integrated Report, ReportCalcio and Management Report
- Model of organisation, management and control pursuant to Legislative Decree 231/2001
- Internal audit
- Strengthening of the marketing, commercial and digital content management functions, with the launch of the new structure of the Business Area
- New business development strategy: internationalisation of key functions, strategic marketing and digital content
- Expansion of commercial partners, new activities and projects carried out in tandem with sponsors and growth in sponsorship revenue, despite the health crisis
- Reached and exceeded the target of "100 million" (total for sponsorship and license agreements, including "value in kind" agreements but excluding technical sponsorship) in the four-year period 2019-2022, with an increase of over 57% in purely monetary revenues
- Sponsor events (Partner Day)
- Enhanced visibility of FIGC sponsors despite the prolonged absence of sports competitions, also due to the digital campaigns developed by FIGC in 2020
- Specific sponsorship formats for women's championships, the Women's National Team, the e-Foot National Teams and the Italian Referees' Association
- Launch and success of FIGC-Puma green jersey
- Launch and success of the first fan token of the National football team, in partnership with Socios.com
- Initiatives to develop technology in the commercial field: introduction of virtual advertising
- New brand identity coordinated by FIGC: the launch of the new "institutional" FIGC logo
- Collaboration with leading sport management masters' programmes, with the establishment of teaching modules related to FIGC and selection of the best students for recruitment purposes



## FAN ENGAGEMENT



- Investment in e-sports: introduction of 4 new "National e-foot" (2020 European Champions), growth of media and commercial interest generated by e-sports National Teams and investment in management training in e-sports
- Development of projects and initiatives aimed at millennials and Gen Z, increasing opportunities for interaction, sharing of experiences and fan engagement
- FIGC Technical Centre Open Day
- Social media and Vivo Azzurro communication plan, FIGC official membership programme
- New Customer Relationship management programme and new CRM platform
- Integrated system for centralised strategic management of digital content (Digital Asset Management - DAM)
- Internationalisation of FIGC brand
- Improvement of FIGC english website
- Improvement of mailing and direct marketing activities for site subscribers
- New arabic and chinese social media channels for the National Teams
- New official FIGC LinkedIn profile
- Project of internal television production of some content on the national football teams, including the development of exclusive streamed tv content, with some matches of the youth, women's, Beach Soccer and Futsal National Teams
- Launch of an ad hoc television service designed for fans of the National Team (Vivo Azzurro Cam)
- Significant growth in the numbers related to FIGC website (best performance in Europe in 2021), the YouTube account and social media channels, thanks to the new content introduced, the new exclusive services for the benefit of registered users and the impact of the UEFA EURO 2020 victory
- "Pallone Azzurro" (Blue Ball) award given by fans to the National Teams' best male and female player
- "Il mio Euro-Racconto" (My Euro-Story) contest, launched by the National teams' social media channels



- New fan engagement programme, which allows fans of the national teams to select their player of the matches in Azzurri and Azzurre games
- Analysis through the support of match analysis of the main data on the performance and sports statistics of the National Teams, for the benefit of fans and enthusiasts
- Official inauguration of the first mascot of the Italian National Teams, created by the oscar-winning master Carlo Rambaldi

## INVESTMENT IN SPORTS FACILITIES



- Investments in FIGC Technical Centre in Coverciano: safety, renovation, energy efficiency, innovation and environmental conditions
- Other FIGC real estate asset improvement, with the aim also of developing initiatives of social importance (e.g. the sale of the Secondigliano plant to a local sports association, to make it a reference point within an area suffering from a high crime rate)
- Development of the "look and feel" of FIGC headquarters in Rome
- FIGC-POLIMI agreement: course in Sport Design and Management
- FIGC-ICS agreement: funding programme for infrastructure works on stadiums and sports facilities
- Digitalised FIGC stock management
- Programme to create a new FIGC academy in Rome (Salaria Sport Village)
- Environmental sustainability at sports facilities: "Life Tackle" project, created to define the guidelines for environmental management at sports facilities
- New governance of FIGC Servizi Srl, a wholly owned subsidiary of FIGC for the management of real estate assets
- Discussions with the Government to implement actions required to renovate sports facilities





## MANAGING THE COVID-19 HEALTH CRISIS



- Introduction and development of the FIGC Medical Committee
- Medical and health protocols for the protection of members and the gradual resumption of training sessions and competitions
- Creation of a FIGC Prosecutor Inspection team tasked with checking that FIGC health protocol guidelines are followed
- New ad hoc sanctioning system for failure to comply with protocols
- Extension of the 2019-2020 season beyond 30 June 2020, with possible alternative formats and/or criteria suggested to decide the final placings
- Resumption and completion of professional competitions in the 2019-2020 season (Italy one of the few countries to complete three tiers of professional football), with almost 74,000 PCR and serological tests carried out
- Gradual restart of amateur and youth football competitions in the 2020-2021 and 2021-2022 seasons, based on the development of the health crisis
- Productive discussions with the Government: validation of protocols, introduction of "health corridors" for sportspeople involved in official competitions travelling to and from Italy, "extraordinary procedure" for decisions relating to the 2019-2020 final placings and/or format changes for 2020-2021, as well as the introduction of a series of legislative measures aimed at supporting the entire football system, structured and staggered reopening of stadiums to 100% capacity, distribution of € 56 million of public funds as reimbursements for the application of health protocols by football clubs and introduction of apprenticeship in the world of football

- Further discussions with the Government, aimed at recognising the socio-economic importance that football has through the adoption of some urgent measures to help clubs recover from the crisis brought about by COVID-19
- Introduction of the 5 substitutions rule
- New rules on player transfers and registration, and the renegotiation of players' contracts
- Adjustments to the National License system: postponement of deadlines and restructuring compliance
- Maintaining the economic/financial balance of FIGC throughout the COVID-19 affected years
- Economic support programme to aid clubs and FIGC components worth more than € 70 million: "Fondo Salva Calcio" (Save Football Fund), allocation of additional Sports and Health payments, funds earmarked for supporting youth football and other sums paid out





- Memorandum of understanding between FIGC and Istituto per il Credito Sportivo to financially support the professional clubs participating in Serie B and C
- Use of FIFA and UEFA funding aimed at mitigating the impact of the health crisis (mainly in the context of covid tests for match officials and top division women's football)
- Development of social responsibility and awareness initiatives: support for the #DISTANTIMAUNITI (#DISTANTBUTUNITED) campaign, Azzurri Masks (in collaboration with the Bambino Gesù Children's Hospital), #EILNOSTRODOVERE (#OURDUTY) fundraising campaign with the LAPS Foundation, programme of social initiatives in the regions worst affected by the pandemic (starting with Bergamo)
- Federal Technical Centre as a "House of Solidarity": opening in Coverciano to accommodate people undergoing post-COVID-19 health monitoring
- Digital awareness and fan engagement campaigns: #LEREGOLEDELGIOCO (#THERULESOFTHEGAME), #LOSCUDETODELCUORE (#THECHAMPIONSHIPOTHEHEART), A Historic European Championship, 110 Years of the Italian National Football Team, #LAPARTITADELSECOLO (#THEGAMEOFTHECENTURY) (50th anniversary of Italy 4-3 Germany) and 110 Years of the Blue Jersey
- Financial donation for research to the Spallanzani Hospital in Rome
- First-level international awards: the entire programme of social responsibility initiatives carried out by FIGC in the field of COVID-19 was awarded first prize in the "COVID-19 Community Initiative" category at the UEFA GROW Awards
- Protecting the health of FIGC employees and colleagues: adapting behavioural rules, updating the employment model, applying stringent anti-covid business protocols, periodic antibody screenings for all employees, PCR or lateral flow tests for those taking part in trips and agreements with diagnostic laboratories for FIGC employees and components
- Introduction of "Covid" insurance coverage for FIGC employees/referees and introduction of smart working and the "flexible" working patterns





# 1.5 NATIONAL TEAMS HONOURS

## A NATIONAL TEAM

4 WORLD CUPS  
2 EUROPEAN CHAMPIONSHIPS  
1 OLYMPIC GOLD

## UNDER 21

5 EUROPEAN CHAMPIONSHIPS  
4 MEDITERRANEAN GAMES

## UNDER 19

1 EUROPEAN CHAMPIONSHIP

## UNDER 18

2 UEFA JUNIOR TOURNAMENTS

## UNDER 16

1 EUROPEAN CHAMPIONSHIP

## FUTSAL

2 EUROPEAN CHAMPIONSHIPS

## BEACH SOCCER

2 EURO BEACH SOCCER LEAGUE TITLES

## WOMEN'S UNDER 19

1 EUROPEAN CHAMPIONSHIP

## UNIVERSITY NATIONAL TEAM

2 UNIVERSITY CHAMPIONSHIPS

## 27 TROPHIES

WON BY ITALIAN NATIONAL TEAMS IN ALL COMPETITIONS

## 4 WORLD CUPS

WON BY THE MEN'S A NATIONAL TEAM



## 16 EUROPEAN CHAMPIONSHIPS

WON BY ITALIAN NATIONAL TEAMS AT SENIOR, YOUTH AND WOMEN'S LEVEL



## E-SPORTS

IN 2020 THE TIMVISION eNAZIONALE WON UEFA eEURO 2020, THE FIRST VIRTUAL EUROPEAN CHAMPIONSHIP, PLAYED ON PRO EVOLUTION SOCCER (PS4)











The figures of Italian football,  
in terms of the number  
of people playing, its interest  
and economic impact





INTEGRATED **20**  
REPORT **21**

02

# FIGC AND ITALIAN FOOTBALL IN FIGURES





# 2.1 THE FOOTBALL SYSTEM IN FIGURES THE NUMBERS AND THE VALUE GENERATED

## REPORTCALCIO: A COLLECTION OF STRATEGIC DATA AND TRENDS



12 editions of  
ReportCalcio (over 2,000 pages)

### TARGETS:

- To present the numbers behind Italian football by describing its size and structure
- To examine the main trends and predict future developments
- To provide strategic support to go alongside programmes for Italian football development

### TOPICS COVERED:

- From the census on Italian football to the profile of the National Teams (in sporting, media and commercial terms), from studying youth and amateur football to analysing the financial, organisational, infrastructural and tax profile of the professional system, along with appropriate scope for international comparisons

### PARTNERS OF EXCELLENCE:

- PwC and AREL



## SPORT DIMENSION



- 4.6 MILLION PLAY FOOTBALL IN ITALY, WITH OVER 1.4 MILLION REGISTERED MEMBERS** of FIGC (80% players); almost 20% of Italian males aged 5 to 16 are FIGC-registered members
- ONE IN EVERY 59 ITALIANS** is registered as a player for an amateur or youth football club
- FIGC would represent **THE THIRD-BIGGEST ITALIAN MUNICIPALITY** in terms of population (after Rome and Milan)
- FIGC alone makes up **26% of the total number of registered members** across the 44 Italian sports associations and **92% of sporting professionals** in Italy
- OVER 570,000 official matches every year** prior to COVID-19 (one every 55 seconds) staged across **almost 15,000 pitches**



**ITALIAN FOOTBALL:  
A STRATEGIC ASSET FOR THE COUNTRY ON  
A SPORTING, ECONOMIC AND SOCIAL LEVEL**

## SOCIO-ECONOMIC IMPACT OF FOOTBALL



- ESTIMATED TO BE € 4.5 BILLION**, the figure encompasses the **economic** (€ 1,272 million), and **healthcare** (€1,192 million) sectors as well as the **social impact** (€ 2,063 million)
- FOOTBALL AS A TOOL FOR SOCIAL INTEGRATION: ALMOST 50,000 REGISTERED PLAYERS WERE BORN ABROAD**, 42% of the total from the 44 Italian sports associations, while in 2020-2021, 16% of those called up to National Teams had foreign origins (compared with 12% in 2019-2020 and 9% in 2018-2019)
- ALMOST 2,000 REGISTERED MEMBERS FOR FIGC'S PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION**, with sporting activity aimed at players with cognitive-relational disabilities and psychiatric illnesses

## INTEREST GENERATED



- ALMOST 30 MILLION FANS**, which equates to 55% of the Italian population over the age of 18

### SOCIO-DEMOGRAPHIC OF ITALIAN FOOTBALL FANS

AREA	REFERENCE	IMPACT %
Gender	Male	72.5%
	Female	38.9%
Age	18-24	57.2%
	25-34	59.5%
	35-44	56.3%
	45-54	50.0%
	55-65	53.0%
Geographical area	Centre	52.8%
	North-East	54.4%
	North-West	54.5%
Urban or rural	South and Islands	56.9%
	Urban	57.4%
	Rural	47.8%
Fan type	Core fan	83.7%
	Standard fan	77.8%
	TV fan	72.8%
	Tournament only fan	31.9%

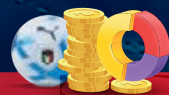
- 260 MILLION fans and followers** on social media and **1.5 BILLION views on YouTube**
- AROUND 40 MILLION TICKETS** sold every year (pre-COVID-19)
- 50 FOOTBALL MATCHES** among the 50 **most-watched programmes in the history of Italian TV** (47 of which are National Team matches)
- CUMALATIVE WORLDWIDE AUDIENCE** estimated to be **6.7 BILLION TV VIEWERS** (professional football and National Teams)
- SERIE A'S ESTIMATED INTERNATIONAL FAN BASE: 376.7M**
- TV AUDIENCE IN ITALY: 555.6M**







## ECONOMIC, TAX AND COMMERCIAL PROFILE



- ⊗ Direct revenue: **€ 5 billion**; Italian football accounts for **12% of the global football industry's total revenue**, while direct employment (FIGC, leagues and its components, professional, amateur and youth teams) equates to over **41,000 people including employees, collaborators and other paid workers**
- ⊗ **Indirect** impact on Italy's GDP (12 different industries involved in the chain of activating value in football): **€ 10.3 billion**, with over **112,000 jobs generated** by football and 235,000 volunteers
- ⊗ Relevance in the **Italian entertainment sector**: pre-COVID-19, football made up **35% of turnover generated** by Italian entertainment (ahead of cinema and theatre on 10% and 7% respectively) and **81% of revenue in Italian sport**
- ⊗ Total turnover generated by professional football in 2018-2019 (the final season pre-COVID-19) **was over € 3.8 billion**, growing between 2007 and 2019 by an average of **4.8% every year, compared with Italy's GDP growing by 1.4%**. Among the sectors in the Italian entertainment industry, the growth in football turnover is only behind video games (+8.4%) and the internet (+7.7%), ahead of television (+0.2%), radio (-0.4%), music (-0.7%) and newspapers (-5.1%)
- ⊗ **Tax and social security contribution** (professional football): **€ 1.5 billion**. Professional football (around 100 clubs) **accounts for nearly 70% of the total tax contribution** made by the whole of Italian sport (50,000 clubs and businesses)
- ⊗ The growth in football's tax contribution has generated **new resources to benefit the entire Italian sporting panorama** (over € 60 million just in 2019 and over € 95 million in 2020), following the impact of the reform of the financial system in Italian sport (the 2019 stability law and the principle of self-financing in sport)
- ⊗ For each euro "invested" by the Italian government in football, the **State** has had a **return in terms of tax and social security contribution of € 18.3** (figure from the correlation between the tax and social security contribution by professional football between 2006 and 2019 of € 15.5 billion and the contributions by the Italian National Olympic Committee/Sport e Salute to FIGC in the same period, totalling € 849.6 million)
- ⊗ Through Totocalcio, Italian football financed sport in our country between 1948 and 2003, by generating **around € 19.5 billion for the Italian National Olympic Committee and another € 19.6 billion for the treasury**, contributing to the attainment of **422 Olympic medals** in those 55 years
- ⊗ In 2018, five professional football clubs made **IRPEF contributions of over € 50 million**, while 13 clubs contributed between € 10 and 50 million

## OTHER CASE HISTORIES



### ATTRACTING FOREIGN CAPITAL

Italian football remains credible and capable of attracting major investment, particularly foreign capital. There are currently **23 foreign owners** in Italian professional football (considering the significant growth in investment funds and also the other types of ownership), with American investors leading the way with 13 owners, including the recent acquisitions of AC Milan, Atalanta, Roma, Fiorentina, Spezia, Parma and Genoa.

Between 2011 and 2021, **recapitalisation operations in professional football were carried out totalling € 5 billion, and over 60% of this figure (€ 3.3 billion) came from foreign shareholders**. This is a major sign of the attractiveness of the sector along with foreign investors' growing confidence in investing in Italian football.

### DAILY SPORT NEWSPAPERS

In 2021, total sales of the three main **daily Italian sport newspapers**, in which football takes up an average of 80% of the content, totalled **4.5 million copies**.

### FOOTBALL BETTING

**Total revenue in 2021: € 11.8 billion** (an almost six-fold increase on 2006), which is 73% of the total takings from sports betting in Italy, with a **tax revenue of € 303 million** (record figure since records began in 2006, while tennis, the second sport, is below € 61.4 million). The global revenue generated by Serie A in 2020-2021 was **€ 38.8 million**. **The list of 50 sports events with the biggest takings is exclusively made up of football matches**.

### VIDEO GAMES

Considering all platforms, **the best-selling video game of 2021 was a football game** (two of the top three were football-related).

### FANTASY FOOTBALL

**6 million fantasy football coaches and 16 million virtual teams signed up** for tournaments, making an estimated annual revenue from this sector of **€ 12 million**.

### PROFESSIONAL CLUBS' SUMMER TRAINING CAMPS

**The estimated impact** across the Trentino region, in particular Valle di Sole, in regard to the staging of professional clubs' summer training camps is **€ 13 million** (with the influx of 100,000 supporters).

### SUMMER SCHOOLS ORGANISED BY PROFESSIONAL CLUBS

The total number of **young players involved** each summer is **over 30,000**, with an estimated economic value of around **€ 11 million**.





## 2.2 SPORT DIMENSION OF ITALIAN FOOTBALL

### ORGANISED AND STRUCTURED ACTIVITY - FIGC FIGURES

	COVID-19 IMPACT												Difference between 2018-2019 and 2020-2021
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	
<b>CLUBS</b>	<b>14,690</b>	<b>14,653</b>	<b>14,451</b>	<b>13,908</b>	<b>13,652</b>	<b>13,491</b>	<b>13,120</b>	<b>12,795</b>	<b>12,449</b>	<b>12,127</b>	<b>11,915</b>	<b>11,861</b>	<b>-2.2%</b>
Professional	132	127	119	111	111	102	96	102	99	95	99	99	<b>+4.2%</b>
Amateur	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	9,273	9,077	9,057	9,124	<b>+0.5%</b>
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	3,077	2,955	2,759	2,638	<b>-10.7%</b>
<b>TEAMS</b>	<b>69,908</b>	<b>71,689</b>	<b>70,329</b>	<b>60,210</b>	<b>62,295</b>	<b>61,435</b>	<b>59,535</b>	<b>66,165</b>	<b>66,492</b>	<b>64,827</b>	<b>62,586</b>	<b>51,343</b>	<b>-20.8%</b>
Professional	484	470	455	475	468	418	389	526	467	455	468	593	<b>+30.3%</b>
Amateur	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	13,954	13,593	13,409	13,393	<b>-1.5%</b>
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	44,661	51,465	52,071	50,779	48,709	37,357	<b>-26.4%</b>
<b>REGISTERED PLAYERS</b>	<b>1,108,479</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>1,062,294</b>	<b>1,056,824</b>	<b>1,057,690</b>	<b>1,062,792</b>	<b>1,026,488</b>	<b>840,054</b>	<b>-21.0%</b>
Professional activity	14,476	14,477	13,894	12,907	13,062	12,211	11,586	12,319	12,125	12,341	12,755	13,289	<b>+7.7%</b>
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	2,899	2,928	3,052	2,984	<b>+1.9%</b>
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	9,226	9,413	9,703	10,305	<b>+9.5%</b>
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	365,034	360,546	359,730	336,965	<b>-6.5%</b>
Youth and School Sector	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	680,531	689,905	654,003	489,800	<b>-29.0%</b>
<b>FIGC-REGISTERED TECHNICAL STAFF</b>	<b>23,857</b>	<b>24,060</b>	<b>22,057</b>	<b>22,137</b>	<b>23,474</b>	<b>24,706</b>	<b>24,757</b>	<b>26,524</b>	<b>28,880</b>	<b>31,031</b>	<b>29,169</b>	<b>29,089</b>	<b>-6.3%</b>
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	26,662	28,608	26,837	26,492	<b>-7.4%</b>
Athletic trainers	263	244	289	327	340	368	385	454	497	583	558	674	<b>+15.6%</b>
Doctors	577	627	573	579	543	566	516	566	585	652	682	732	<b>+12.3%</b>
Health professionals	707	713	750	721	799	851	892	1,021	1,136	1,188	1,092	1,191	<b>+0.3%</b>
<b>MATCH OFFICIALS</b>	<b>33,040</b>	<b>34,728</b>	<b>34,267</b>	<b>34,409</b>	<b>34,381</b>	<b>34,765</b>	<b>33,674</b>	<b>32,290</b>	<b>31,812</b>	<b>31,534</b>	<b>30,861</b>	<b>30,856</b>	<b>-2.2%</b>
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	1,859	1,844	1,846	2,037	<b>+10.5%</b>
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	29,953	29,690	29,015	28,819	<b>-2.9%</b>
<b>CLUB OFFICIALS</b>	<b>108,732</b>	<b>132,163</b>	<b>185,396</b>	<b>207,410</b>	<b>240,996</b>	<b>235,676</b>	<b>233,141</b>	<b>241,111</b>	<b>237,611</b>	<b>237,338</b>	<b>237,405</b>	<b>212,344</b>	<b>-10.5%</b>
<b>REGISTERED MEMBERS</b>	<b>1,274,108</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>1,353,866</b>	<b>1,356,749</b>	<b>1,355,993</b>	<b>1,362,695</b>	<b>1,323,923</b>	<b>1,112,343</b>	<b>-18.4%</b>

#### PLAYING FOOTBALL IN ITALY

Data from before the COVID-19 pandemic

**4.6 MILLION**

ITALIANS PLAY FOOTBALL

**23%**

OF ALL ITALIANS  
WHO PLAY SPORT

**33.6 %**

FOOTBALL IS THE MOST  
PRACTISED SPORT AMONG  
UNDER-35s



## THE FIGURES OF ITALIAN FOOTBALL IN 2020-2021

(% CHANGE COMPARED TO PRE-COVID-19 IN 2018-2019)



## YOUTH ACTIVITY

**594,149**

U20 PLAYERS

**14.4%**

OF MALE YOUNG PLAYERS BETWEEN 5 AND 16 ARE REGISTERED WITH FIGC (compared with 20.6% pre COVID-19)

## COMPARISON YOUTH ACTIVITY

	2018-2019	2019-2020	2020-2021	Variazione 20-21 vs 18-19
<b>NORTH-WEST</b>	236,215	219,116	187,179	-20.8%
<b>NORTH-EAST</b>	200,015	181,970	158,243	-20.9%
<b>CENTRE</b>	196,282	180,827	142,727	-27.3%
<b>SOUTH AND ISLANDS</b>	207,376	185,598	106,000	-48.9%
<b>TOTAL PLAYERS U20</b>	<b>839,888</b>	<b>767,511</b>	<b>594,149</b>	<b>-29.3%</b>

## OFFICIAL MATCH COMPARISON

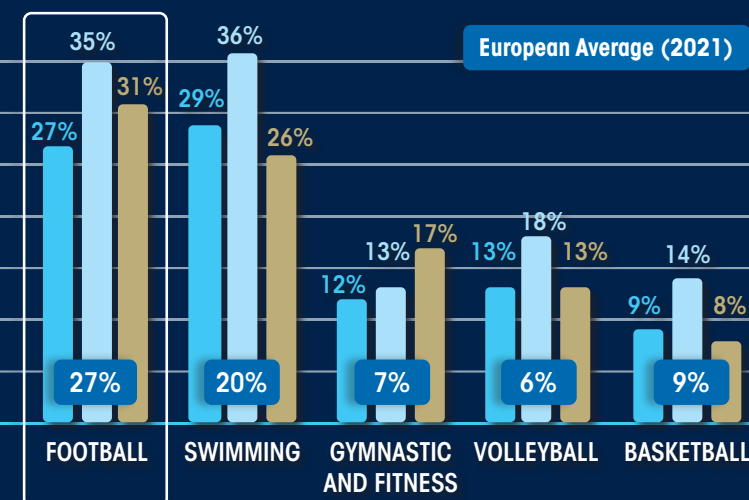
CHAMPIONSHIPS	2018-2019	2019-2020	2020-2021	Var. 20-21 vs 18-19	Var. % 20-21 vs 18-19
AMATEUR FOOTBALL	198,486	186,858	26,773	-171,713	-86.5%
YOUTH SECTOR	370,087	334,475	13,724	-356,363	-96.3%
PROFESSIONAL FOOTBALL*	3,292	2,707	2,993	-299	-9.1%
<b>TOTAL</b>	<b>571,865</b>	<b>524,040</b>	<b>43,490</b>	<b>-528,375</b>	<b>-92.4%</b>

**COVID-19 IMPACT: OVER 528,000 OFFICIAL MATCH LESS (-92.4%)**

\* Competitions organized by professional leagues (including also youth championships and Primavera)

## SPORTS PRACTICE COMPARISON IN ITALY

TOP 5 SPORTS (POPULATION UNDER 18)



■ 2016 ■ 2019 ■ 2021

INTEGRATED  
REPORT 2021

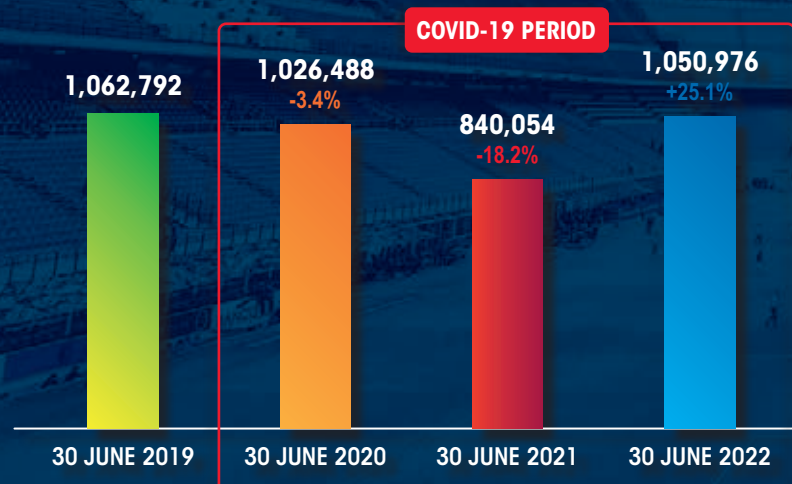


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## THE RESUMPTION OF SPORT ACTIVITY (UPDATE 21-22)

### EVOLUTION OF FIGC'S REGISTERED MEMBERS



### REGISTERED PLAYERS - DIVIDED BY TIPOLOGY

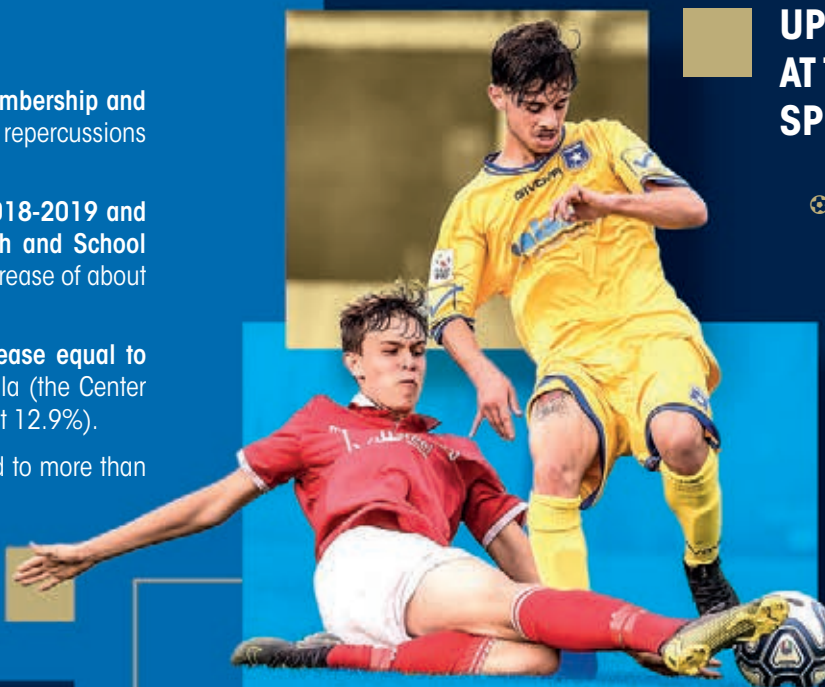
	18-19	19-20	20-21	21-22	COVID-19 Period (20-21 vs 18-19)	Last Season (21-22 vs 20-21)
Professional activity	12,341	12,755	13,289	13,427	+7.7%	+1.0%
Amateur activity	360,546	359,730	336,965	365,022	-6.5%	+8.3%
Youth and School Sector	689,905	654,003	489,800	672,527	-29.0%	+37.3%
<b>REGISTERED PLAYERS</b>	<b>1,062,792</b>	<b>1,026,488</b>	<b>840,054</b>	<b>1,050,976</b>	<b>-21.0%</b>	<b>+25.1%</b>

### COVID-19 IMPACT (UPDATE 30/06/2021)

- One of the main impacts of COVID-19 was the **decrease in membership and the level of sports activities** (with important socio-economic repercussions on the territory).
- The number of FIGC members **decreased by 21% between 2018-2019 and 2020-2021**. The most significant impact concerned the **Youth and School Sector**: in 2020-2021 almost 30% of members were lost, a decrease of about 200,000.
- At the territorial level, the **South/Islands area showed a decrease equal to 37.8%** significantly higher than the other areas of the peninsula (the Center lost 19.8% of players, the North-West 13.3% and the North East 12.9%).
- In 2020-2021, **43,490 official matches** were played compared to more than 524,000 in 2019-2020 and almost 572,000 in 2018-2019.

### UPDATE OF THE SCENARIO AT THE END OF THE 2021-2022 SPORTS SEASON

- The Football System has shown an **extraordinary ability to absorb in the short term the impact of the pandemic** on the decline in membership; at the end of the last season (2021-2022), the players have returned substantially to the same levels of pre COVID-19, growing by 25.1% (with an increase of over 210,000 players in just one season).









## NUMBERS IN THE ITALIAN FOOTBALL SYSTEM: DIVIDED BY REGION 2020-2021

**19** THE NUMBER OF ITALIAN  
REGIONS WHERE  
FOOTBALL IS THE  
MOST PLAYED SPORT  
(the only exception  
is Valle d'Aosta)

	 PLAYERS	 QUALIFIED TECHNICAL STAFF	 REFEREES	 CLUB OFFICIALS	 CLUBS	 TEAMS	 OFFICIAL MATCHES	 FOOTBALL PITCHES
Abruzzo	20,508	3,004	1,066	5,559	438	1,302	560	281
Basilicata	5,085	1,405	410	1,727	185	365	134	163
Calabria	16,886	4,084	1,388	4,927	574	1,256	766	237
Campania	35,923	8,651	2,822	9,590	1,279	2,920	1,399	233
Emilia Romagna	76,785	6,481	2,247	18,228	807	3,982	3,334	1,404
Friuli V. Giulia	23,637	3,058	794	6,348	287	1,424	781	434
Lazio	73,480	8,919	2,888	15,294	1,077	4,835	2,638	1,609
Liguria	19,974	3,566	936	4,787	287	897	1,262	144
Lombardia	162,578	12,242	4,038	40,620	1,487	9,427	6,020	2,697
Marche	35,160	3,645	1,154	9,585	536	1,759	279	665
Molise	3,835	759	346	1,173	128	231	377	126
Piemonte and Valle d'Aosta	67,093	6,213	2,125	17,047	637	4,010	3,826	830
Puglia	30,243	6,253	1,596	7,620	625	2,099	1,532	223
Sardegna	28,206	4,107	940	7,171	495	1,604	798	769
Sicilia	27,711	6,395	2,009	7,682	817	2,607	1,353	1,048
Toscana	75,109	8,650	2,271	20,339	771	4,435	1,896	1,126
Trentino A.Adige	23,477	2,413	585	5,405	287	1,237	2,404	386
Umbria	16,950	2,639	823	3,897	235	1,239	195	449
Veneto	97,414	8,594	2,418	25,345	909	5,654	5,811	1,843







## 2.3 SOCIO-ECONOMIC IMPACT AND VALUE GENERATED



FOOTBALL IS A KEY ASSET FOR ITALY ON A SPORTING, ECONOMIC AND SOCIAL LEVEL



IN ORDER TO REPRESENT THE GROWING VALUE GENERATED BY THIS SPORT, FIGC BEGAN A RESEARCH PROGRAMME WITH UEFA WITH THE AIM OF ANALYSING "SOCIAL RETURN ON INVESTMENT"



THE PROGRAMME MADE IT POSSIBLE TO ILLUSTRATE THE BENEFITS DERIVING FROM FOOTBALL AND THE IMPACT GENERATED ON ITALY AS A RESULT, WITH THE AIM OF BETTER DIRECTING LONG-TERM INVESTMENTS

Representing the impact of  
**FOOTBALL PRACTICE**  
in the Italian Country System



PLAYERS  
REGISTERED  
WITH FIGC IN 2020-2021  
**840,054**



AVERAGE VALUE  
GENERATED BY  
EVERY REGISTERED  
PLAYER

**€ 5,388**



**ECONOMY € 1,272.3BN**

**€ 885.7m** INFRASTRUCTURAL INVESTMENTS

**€ 386.6m** PLAYER CONSUMPTION

**> 272,300** JOBS CREATED



**HEALTH € 1,191.6BN**

**€ 268.1m** HEALTH SAVINGS

**€ 938.5m** SUBJECTIVE WELLBEING

**- € 15.0m** ESTIMATED COST OF INJURIES



**SOCIAL € 2,062.6BN**

**€ 1.9m** CRIME REDUCTION

**€ 275.4m** TRAINING AND EMPLOYMENT

**€ 445.3m** VOLUNTEERING

**€ 1,340.0BN** SOCIAL CAPITAL



## SOCIO-ECONOMIC IMPACT OF FOOTBALL IN 2020-2021 SEASON

### ECONOMY: € 1.27 BILLION

Direct contribution to the domestic economy



#### FACILITY ECONOMY VALUE € 885.6 MILLION

Revenue from renting pitches € 801.1 million

Investments in pitches € 84.5 million

#### PARTECIPATION SPENDING VALUE € 386.6 MILLION

Sportswear € 123.7 million

Membership fees € 99.2 million

Food and beverage € 88.2 million

Travel € 53.7 million

Sports equipment € 21.7 million

#### EMPLOYMENT CREATION 272,290 JOBS

### HEALTH: € 1.19 BILLION

Public healthcare savings derived from playing football



#### PERCEIVED ECONOMIC VALUE OF WELL-BEING € 938.5 MILLION

#### CARDIOVASCULAR DISEASES AND DIABETES € 199.1 MILLION

Diabetes € 99.9 million

Hypertension € 80.2 million

Ischaemia € 13.6 million

Heart attacks € 5.4 million

#### OLD AGE € 33,0 MILLION

#### MENTAL HEALTH € 32,5 MILLION

Depression € 21.3 million

Anxiety € 8.2 million

Schizophrenia € 2.9 million

#### CANCER € 3.5 MILLION

#### ESTIMATED COST OF INJURIES - € 15.0 MILLION

### SOCIAL: € 2.06 BILLION

Estimated economic impact of the social benefits generated by football



#### VOLUNTEERING € 445.3 MILLION

Active volunteers € 393.6 million

Volunteer coaches (men) € 50.4 million

Volunteer coaches (women) € 1.3 million

#### CRIME REDUCTION € 1.88 MILLION

Crimes committed by adults € 1.43 million

Crimes committed by youths € 0.45 million

#### TRAINING AND EMPLOYMENT € 275.4 MILLION

School attendance € 144.2 million

Qualifications and study certificates € 78.4 million

NEET cost savings € 52.8 million

#### CAPITAL STOCK 1.34 BILLION

### SURVEY ON VOLUNTEER ACTIVITY IN FOOTBALL - RESULTS

- In collaboration with Bielefeld University and UEFA, in March 2021 FIGC conducted a survey in March 2021 to find out the socio-economic value of the work carried out by volunteers in youth football, with **1,134 volunteers** taking part in the study.
- The activity carried out by each volunteer has an economic value of around **€ 15.81 per hour**, allowing clubs to save an average monthly salary of € 550 for each volunteer.
- The impact of the pandemic on the time spent volunteering and on the level of perceived well-being was analysed. **Before the outbreak of the pandemic, every volunteer in football devoted an average of 34.61 hours per month to the job, which then dropped to 27.71 (-20%)** following the impact of COVID-19.
- Perceived levels of satisfaction and happiness among went down by **12% and 16% respectively**, with the indicator linked to overall well-being levels falling from 80.45 to 60.34 (-25%).



## 2.4 TAX AND SOCIAL SECURITY CONTRIBUTION

TOTAL CONTRIBUTION IN 2019 WAS NEARLY **€1.5 BILLION**, AN INCREASE OF 6% ON 2018 AND 71% ON 2006

### TAX AND SOCIAL SECURITY CONTRIBUTION COMPARISON IN PROFESSIONAL FOOTBALL



Compared to the total of companies operating in the Italian Sport Industry (ranking ATECO 93.1, including those carrying out mainly the activities of a sport club and **MANAGEMENT OF SPORT FACILITIES**, FOR A TOTAL OF AROUND 50,000 COMPANIES AND BODIES), the 99 professional football clubs weighted in 2019 for:

**42.9%**  
contribution from Iva

**25.4%**  
contribution from Ires

**63.7%**  
contribution from Irapp

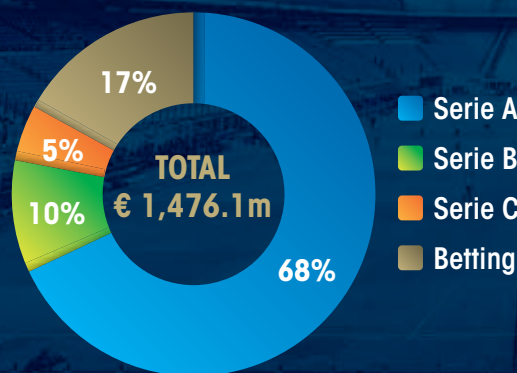
**86.0%**  
contribution from Irpaf with holding tax

**68.9%** of  
employee and  
self-employed income

**68.7%** total tax  
contribution compared  
with 68.1% in 2018

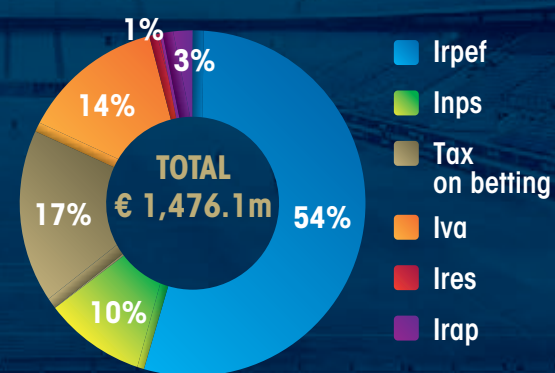
### 2019 TOTAL CONTRIBUTION

#### DIVIDED BY CHAMPIONSHIP



**€1.95m** (+11.9% compared with 2018)  
TOTAL EMPLOYEE INCOME

#### DIVIDED BY TYPE OF TAX



The number of **employees with salaries over € 200,000** was **1,150**, the highest figure recorded since 2006

**12,055 TAX PAYERS**  
(-2% compared with 2018)



## INDIRECT AND RELATED ECONOMIC IMPACT

### THE 12 PRODUCT SECTORS INVOLVED IN THE VALUE ACTIVATION CHAIN OF THE FOOTBALL SYSTEM



- Also in this edition of the ReportCalcio, Standard Football, a company specializing in asset pricing and economic analyzes applied to the football industry, developed the estimate of the direct, indirect and induced activities contribution to the national economy of the Football Industry.
- The repercussions of the football sector (professional and non-professional) on the national socio-economic system manifest directly through the expenditure activated by the competitions and the related show, indirectly along the supply chains upstream and downstream of the value chain involved, and they spread by induction to the other economic sectors due to the long-term effect of the economic cycle. Therefore, the contraction in spending resulting from the restrictions imposed by the pandemic has generated effects pervasive although largely transitory, as evidenced by the results of the evaluation of impact.
- The analysis confirms the emergence from the most intense period of the health emergency found in substantial reabsorption of the downturn in the entire production chain involved.
- In the aggregate 2021 recorded gross direct expenditure up by approximately € 915 million (+ 19.2%) which corresponds to an impact on GDP which, with € 10.2 billion, returns to pre-pandemic levels.
- The contribution to tax revenue is also significant, which also marks a + 19% compared to the previous year, as well as the direct and indirect employment which has about 17,600 additional permanent jobs to those generated the previous year.

	2016	2020 (NO COVID-19 estimate)	2020 (COVID-19 impact)	2021	% Var. (2021vs 2020)
Direct expenditure	€ 3,050m	€ 5,050m	€ 4,762m	€ 5,677m	+19.2%
Impact on GDP	€ 7,445m	€ 10,066m	€ 8,249m	€ 10,254m	+24.3%
% impact on GDP	0.51%	0.58%	0.54%	0.58%	+4bp
Production activated	€ 14,801m	€ 19,559m	€ 15,151m	€ 15,152m	+0.0%
Tax generated	€ 1,742m	€ 3,130m	€ 2,460m	€ 2,933m	+19.2%
Income for families	€ 8,983m	€ 10,571m	€ 8,601m	€ 10,253m	+19.2%
Employment activated	89,821	121,737	94,462	112,047	+18.6%

Analysis by

STANDARD  
FOOTBALL

INTEGRATED 20  
REPORT 21

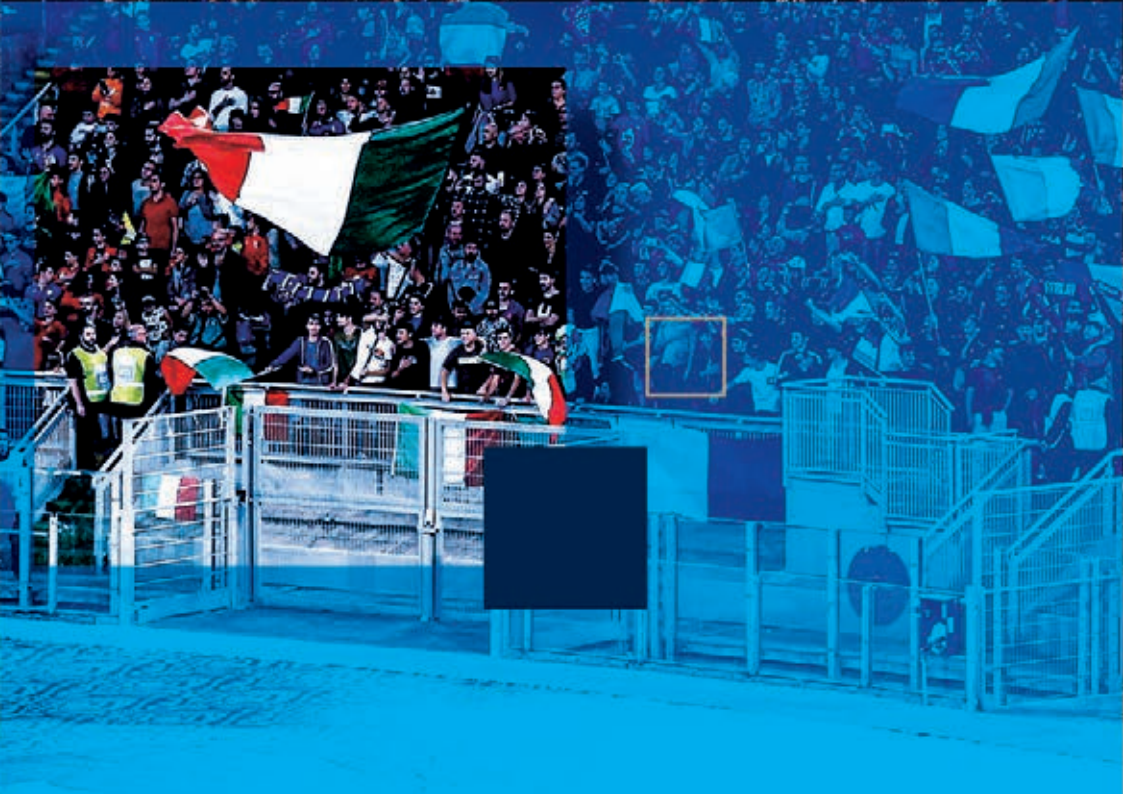
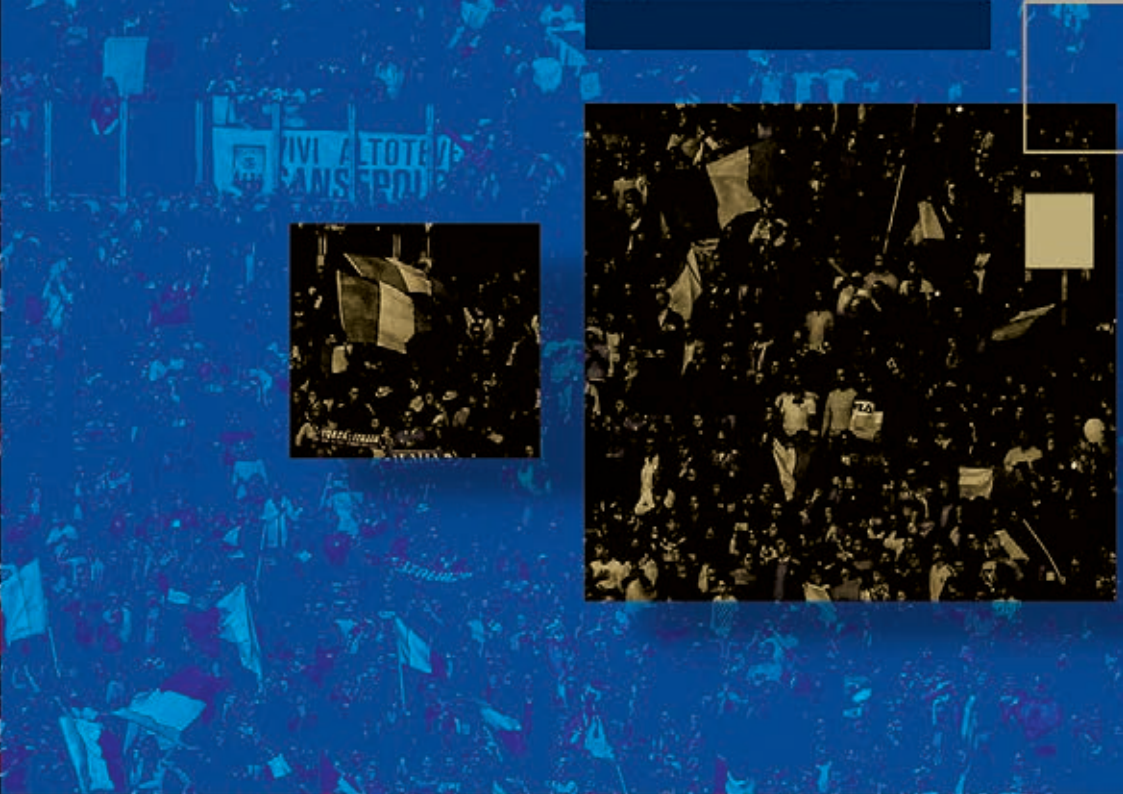


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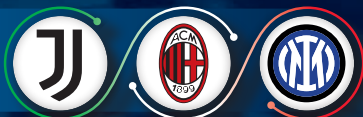




# 2.5 AREAS OF INTEREST, MEDIA AND COMMERCIAL PROFILE

FANS AND FOLLOWERS ON SOCIAL MEDIA – COMPARISON WITH OTHER SECTORS IN ITALY

TOP 3 FOOTBALL CLUBS  
€229.0m



FASHION INDUSTRY  
160.8m



SETTORE AUTOMOTIVE  
124,8m



FOOD INDUSTRY  
49.1m



Among the main Italian research 2021 on Google, in **first place** is the Serie A, followed by the European Championships and Classroom, with fourth place Raffaella Carrà, followed by Champions League (5th) and Roland Garros (6th). Also **among the characters** to dominate again, is football; in **first place** is **Christian Eriksen**, ex Inter Milan midfielder, followed by Matteo Berrettini, Mario Draghi and Gigio Donnarumma in fourth place.

TOP 15 ITALIANS BASED ON SOCIAL MEDIA FOLLOWERS



Khaby Lame 229.7m

Gianluca Vacchi 46.9m

Chiara Ferragni 34.3m

Valentino Rossi 32.6m

**Gianluigi Buffon 26.5m**

Fedez 25.5m

**Mario Balotelli 23.2m**

**Andrea Pirlo 22.0m**

Michele Morrone 20.7m

**Carlo Ancelotti 18.2m**

**Alessandro Del Piero 16.2m**

Laura Pausini 15.4m

**Marco Verratti 15.2m**

**Stephan El Shaarawy 14.5m**

Måneskin 14.2m



Note: data includes fans and followers on official Facebook, Twitter, Instagram, TikTok and YouTube accounts, updated on 30-08-2022

## COMMERCIAL DIMENSION

FIGC and professional football – data collected in 2021



Investment by different industries

Industry	2020		2021		Absolute variation	Variation %
	Inc. %	Value	Inc. %	Value		
Sportswear	26.8%	€ 147.4m	24.7%	€ 155.6m	+ € 8.2m	+5.6%
Blockchain/cryptocurrencies/NFT	N/A	N/A	12.4%	€ 78.1m	N/A	N/A
Automotive	20.4%	€ 112.2m	11.0%	€ 69.3m	- € 42.9m	-38.2%
Telecommunications	4.9%	€ 27.0m	5.1%	€ 32.1m	+ € 5.2m	+19.2%
Retail	4.7%	€ 25.9m	4.8%	€ 30.2m	+ € 4.4m	+17.0%
Construction & real estate	4.7%	€ 25.9m	4.0%	€ 25.2m	- € 0.7m	-2.5%
Food	2.9%	€ 16.0m	3.3%	€ 20.8m	+ € 4.8m	+30.3%
Insurance	2.5%	€ 13.8m	2.8%	€ 17.6m	+ € 3.9m	+28.3%
Media	2.4%	€ 13.2m	2.8%	€ 17.6m	+ € 4.4m	+33.6%
Non-alcoholic beverages	2.9%	€ 16.0m	2.7%	€ 17.0m	+ € 1.1m	+6.6%
Financial services	1.8%	€ 9.9m	2.6%	€ 16.4m	+ € 6.5m	+65.5%
Airlines	4.5%	€ 24.8m	1.7%	€ 10.7m	- € 14.0m	-56.7%
Tyres	2.8%	€ 15.4m	1.7%	€ 10.7m	- € 4.7m	-30.5%
Alcoholic beverages	1.7%	€ 9.4m	1.1%	€ 6.9m	- € 2.4m	-25.9%
Other industries	17.0%	€ 93.5m	19.3%	€ 121.6m	+ € 28.1m	+30.0%
<b>TOTAL</b>	<b>100.0%</b>	<b>€ 550.0m</b>	<b>100.0%</b>	<b>€ 630.0m</b>	<b>+ € 80.0m</b>	<b>+14.5%</b>

Main countries

	United States	55 deals
	Germany	37 deals
	Netherlands	22 deals
	Japan	22 deals
	France	21 deals
	England	20 deals
	Switzerland	17 deals
	China	15 deals
	Malta	13 deals
	Austria	11 deals

**ALMOST 5,200**  
SPONSORSHIP DEALS

**5%**  
OF DEALS ARE WITH FOREIGN COMPANIES

MARKET VALUE OF SPONSORSHIP IN ITALY (2021):  
**€ 1.55 BILLION**

PERCENTAGE SHARE OF SPORTING SPONSORSHIPS:  
**68% (€ 1.06 BILLION)**

PERCENTAGE SHARE OF FOOTBALL SPONSORSHIPS:  
**59% (€ 630 MILLION)**



## INDIRECT AND INDUCED IMPACT ON ITALIAN FOOTBALL

### CASE HISTORY - MAJOR EVENTS

**Major football events** are becoming increasingly important to boost growth, development and sustainability in Italian football, besides having significant indirect and induced effects that benefit the Italian economy as a whole.

Over the last 13 years, FIGC has successfully organised four UEFA Champions League finals, one UEFA Europa League final, one European Under-21 Championships, four matches at the 2020 European Championships and the Final Four of the UEFA Nations League 2021, with a total attendance of over 650,000.

The economic impact of staging matches during UEFA EURO 2020 alone is estimated to be € 168.8 million, while Italy's triumph in the competition produced a direct, indirect and induced impact estimated to be 0.7% of Italian GDP (around € 12 billion), while contributing at the same time to enhancing our country's reputation on the international stage and the general interest in Italy. For example, Google searches for the term "Italy" globally reached a historic peak in July 2021, overtaking the 2006 World Cup success and the first phase of the impact caused by COVID-19.



### When an earthquake... is caused by a penalty!

When Gianluigi Donnarumma saved the last penalty in the UEFA EURO 2020 final on 11 July 2021, many Italians jumped up and down, causing a small earthquake. The vibrations were registered by one of the National Institute of Geophysics and Volcanology's tools near Rome. Given the intensity and duration, the movement caused can be compared to an earthquake of magnitude one.



The numbers represent the worldwide search interest of the term "Italy", compared to the highest point of the graph in relation to the period indicated. The value 100 indicates the highest search frequency of the term.





## OTHER FOOTBALL EVENTS OF INTERNATIONAL SIGNIFICANCE

The economic and tourist potential linked to Italian football is not restricted to the major events mentioned above. Numerous football competitions of international significance are held in Italy every year and can have a big impact in terms of attracting foreign supporters and tourists to Italy.

In particular, between 2008 and 2020 (in the pre-COVID-19 era), a total of **509 matches of international significance** were staged in Italy, attracting large numbers of fans from abroad. Besides the 33 matches linked to major football events analysed above, there were also 363 European fixtures (in the Champions League and Europa League), 58 senior National Team matches and 55 Under-21 National Team matches.



**Table – football matches of international significance staged in Italy between 2008-2009 and 2019-2020**

COMPETITION	MATCHES PLAYED IN ITALY	STADIUM ATTENDANCE
European competitions	363	11,213,211
Senior National Team and Under 21s	113	1,922,815
Major football events: Champions League and Europa League finals, European Under-21 Championships, UEFA EURO 2020 and the Final Four of the 2021 Nations League	33	607,378
<b>TOTALE</b>	<b>509</b>	<b>13,743,404</b>

As seen in the table above, the total number of supporters in attendance at stadiums was 13.7 million, with an estimated 962,038 (around 7% of the total) of those coming from abroad, generating an economic impact to the benefit of the host regions for those events to the value of around € 240 million. The estimate was put together by using the main parameters as defined by international research institutes regarding the impact of foreign supporters and tourists, with a hypothetical average stay of two nights in the cities hosting events and an average spend per foreign supporter of € 250, covering accommodation, food and drink, transport and local services, activities in their free time and visits to tourist attractions in Italian cities.

## THE IMPACT OF A NEW GENERATION OF FOOTBALL STADIUMS

In the last 15 years (2007-2021), a total of 187 new stadiums have been built in Europe, with a total investment of € 21.7 billion.

The main countries in terms of new stadiums are Turkey and Poland (29 each), Germany (17) and Russia (16). With five stadiums (Juventus, Udinese, Frosinone, AlbinoLeffe and Südtirol) inaugurated in this time frame, Italy accounted for just 1% of the total investment in Europe, leaving serious infrastructural deficiencies (the average age of current stadiums is over 60 years, at 86% of stadiums there is no use of any renewable energy sources and just 7% of professional football stadiums in Italy are not publicly owned).



The untapped economic potential is particularly significant. In the last full season before COVID-19 (2018-2019), Serie A's total gate receipts were € 300.9 million, compared with € 776 million in the Premier League and around € 520 million in LaLiga and the Bundesliga. In the five years prior to COVID-19, lost revenue totalled € 1.3 billion, with almost 82 million tickets going unsold and stadiums frequently failing to fill capacity. In Serie A, attendance was 63% (dropping to 49% in Serie B and 30% in Serie C) compared with 95% in the Premier League and 89% in the

Bundesliga (in which the average attendance pre-COVID-19 was 43,490, compared with 24,106 in Serie A).

Much of the future success of Italian football will depend on how much development is possible through 13 new stadium projects that are currently in the planning phase across the country (involving top clubs such as AC Milan, Inter, Roma, Fiorentina and Bologna) with a total investment of € 2.5 billion, which could also have a major impact on employment with the potential creation of over 11,000 jobs.



These plans could be accelerated if FIGC is successful in its bid for Italy to host UEFA EURO 2032. In February 2022, FIGC presented to UEFA its declaration of interest. The Italia 2032 target could be a key driving force behind a new generation of sporting facilities in Italian football.



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ITALY

# UEFA EURO 2020







The various forms of capital used by FIGC: Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship Capital.





INTEGRATED **20**  
REPORT **21**

**03**

# CAPITAL MANAGEMENT





# 3.1 FINANCIAL CAPITAL

FIGC is a non-profit organisation and management is oriented towards the pursuit of effectiveness and efficiency in resource management.

SUMMARY OF BALANCE SHEET (€000)	2020	2021
Intangible Fixed Assets	22,068	20,146
Tangible Fixed Assets	891	1,050
Long-term Financial Assets	37,603	37,603
<b>Total Fixed Assets</b>	<b>60,562</b>	<b>58,798</b>
Receivables*	181,334	159,235
Cash and other liquid assets	89,664	95,121
<b>Current assets</b>	<b>270,998</b>	<b>254,356</b>
Accrued Income and Pre-Paid Expenses	3,240	4,145
<b>TOTAL ASSETS</b>	<b>334,801</b>	<b>317,299</b>
Equity	75,006	86,077
Provisions for Contingent Liabilities	39,653	34,435
Bounded funds	842	1,483
Employees' Leaving Indemnity	4,971	5,492
Payables	191,151	165,975
Accrued Liabilities and Deferred Income	23,177	23,837
<b>TOTAL LIABILITIES</b>	<b>334,801</b>	<b>317,299</b>

\* Receivables figure includes non-fixed financial assets.  
The financial statements may be consulted in the "Transparency" section of the figc.it website.

SUMMARY PROFIT AND LOSS ACCOUNT (€000)	2020	2021
Contributions, membership fees, revenues	169,081	229,515
<b>Operating Revenues</b>	<b>169,081</b>	<b>229,515</b>
Olympic Training /National Teams	30,865	60,039
Match officials	25,126	36,977
Organisation of International Sports Events	703	9,215
Organisation of National Sports Events (excl. National Teams)	3,624	3,626
International bodies	0	0
Training, Research and Documentation	5,531	7,153
Sports Promotion	5,092	6,746
Sports Activity Related Transfers	9,706	23,899
Sports Facility Management	17	18
<b>Cost of Sports Activities</b>	<b>80,665</b>	<b>147,674</b>
Labour Costs	18,252	21,087
Overheads	17,685	20,402
<b>Functioning Costs</b>	<b>35,937</b>	<b>41,489</b>
Depreciation and Amortisation	37,764	9,867
Other Operating Expenses	1,657	1,553
<b>Operating costs</b>	<b>156,022</b>	<b>200,582</b>
Financial and Extraordinary Income / Charges	448	165
<b>Pre-Tax Result</b>	<b>13,506</b>	<b>29,099</b>
Taxes and Dues	11,318	18,028
<b>Net Result</b>	<b>2,188</b>	<b>11,071</b>



## FINANCIAL CAPITAL MANAGEMENT



FIGC's 2021 financial statement (again certified by an auditing company on a voluntary basis) presents a **positive net result** for the year of

**€ 11.1  
MILLION**



The **monitoring activity** carried out by FIGC and the development of a policy to **enhance commercial potential** have helped achieve excellent results.

## 2021 FIGC FINANCIAL STATEMENT

### REVENUES OPERATING REVENUES

**€ 229.5 MILLION**

(+36% COMPARED TO 2020)

Highest figure recorded in the history of the FIGC, surpassing even 2006, when the Italian National Team won the World Cup, with a significant impact of commercial revenues (almost € 57 million).



### COSTS

OPERATING COSTS

**€ 200.5 MILLION**

(+29% COMPARED TO 2020)



Main cost items:

REFEREEING SECTOR

**€ 47.7 MILLION**

(24% OF OPERATING COSTS)

Of which for Youth Football: € 5.4m

NATIONAL TEAMS

**€ 68.0 MILLION**

(34% OF OPERATING COSTS)

Of which for Youth National Teams: € 6.4m

YOUTH AND SCHOOLS SECTOR

**€ 6.8 MILLION**

(3% OF OPERATING COSTS)

Overall investment in youth football amounted to € 18.6 million (9% of operating costs), up from € 13.5 million in 2020.

Labour costs accounted for 11% of operating costs, while overheads represented 10%.



## FINANCIAL RESULTS

EBITDA

**+ € 40.4 MILLION**

Operating result

**+ € 29.2 MILLION**

Pre-tax result

**+ € 29.1 MILLION**

Total taxes

**+ € 18.0 MILLION**

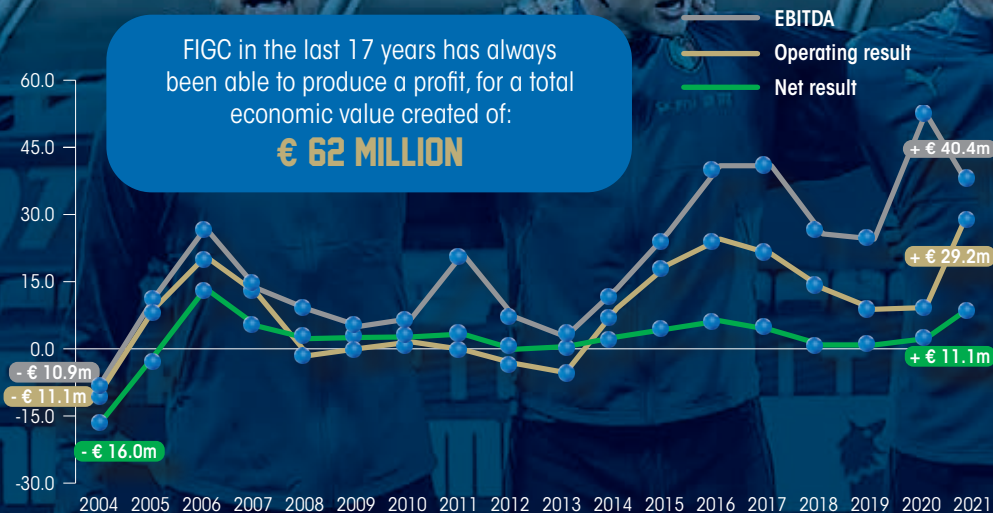
The **NET RESULT** amounted to **€ 11.1 MILLION**, after substantial interventions for emergencies, the support and development of football, and the payment of taxes. This is a record result for the FIGC in the year in which Roberto Mancini's Italian National Team won the European Championship and in which four European Championship games were held in the country, as well as the Nations League Final Four in Milan and Turin.



## KPI TREND

FIGC in the last 17 years has always been able to produce a profit, for a total economic value created of:

**€ 62 MILLION**



## CONTRIBUTIONS FROM CONI/SPORT E SALUTE TO FIGC FOR SPORTS ACTIVITIES



## EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES

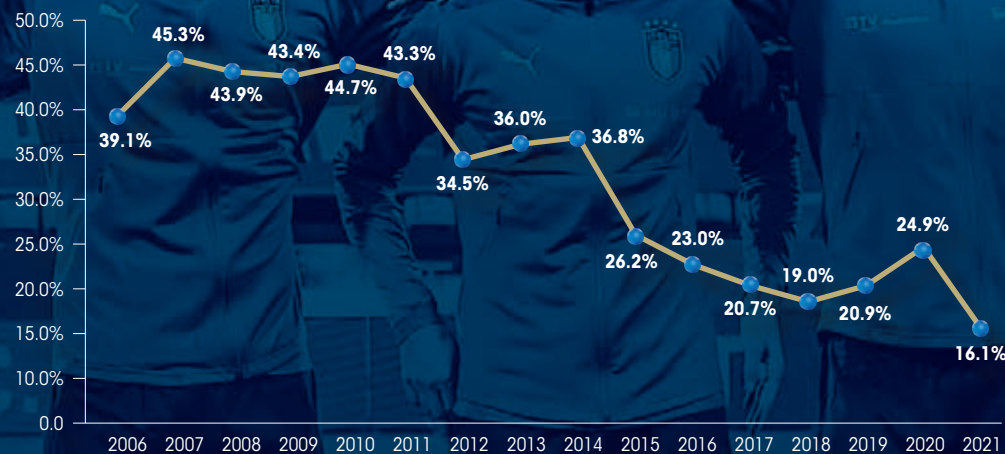


## HIGHLIGHTS

The EBITDA, operating result, net result and the EBITDA in relation to the operating revenues **remain among the highest levels since 2004**, the earliest year for which figures can be uniformly compared.



## EVOLUTION OF CONI/SPORT E SALUTE CONTRIBUTIONS AS A PROPORTION OF FIGC OPERATING REVENUES



## EQUITY



## CURRENT ASSETS



## HIGHLIGHTS

From a financial perspective, net equity is on the rise, reaching € 86.1 million.



## IMPACT OF COVID-19 HEALTH EMERGENCY ON FIGC FINANCIAL STATEMENT

FIGC's financial results in 2020 and 2021 were impacted by the extraordinary nature of the situation that sectors including football had to face. The situation profoundly affected not only sporting activity, with competitions at international and national level brought to a halt, but also the economic and financial management of the Association:

**TICKETING:** revenue reduced to zero in 2020, compared to € 1.9 million in 2019, before reaching close to € 1.5 million in 2021. In 2020 and 2021, a total of 11 games were played by the Men's A National Team behind closed doors or with limited capacity due to the impact of the COVID-19, with the loss of more than 200,000 potential spectators and an impact in terms of revenues from unrealised ticketing amounted to almost € 2.5 million.

**MEDIA RIGHTS:** from € 32.6 million in 2019 to € 26.6 million in 2020, due to the cancellation of two Men's National Team matches that should have taken place in March 2020, against England and Germany. Only eight matches were played in 2020, with 10 having initially been planned. These matches were rescheduled in 2021, with media rights growing to € 38.9 million.

**REVENUES FROM ADVERTISING AND SPONSORSHIP:** despite the impact of the health emergency, income from partnership deals increased by € 5.4 million between 2019 and 2020 (from € 31.9 million to € 37.3 million) and by € 9.3 million between 2020 and 2021 (to € 46.6 million, with a 10% increase in commercial revenue compared to the initial 2021 forecast data). The increase in these revenues is linked both to the performance of the Men's A National Team at the 2020 European Championship and to the share pertaining to the financial year referring to the new sponsorship contracts signed, confirming the effectiveness of the strategic choice made by FIGC to bring the management of commercial relationships – previously entrusted to external advisers – in house. FIGC has 20 new national and international partners, which has resulted in the Association being ranked among the top five football associations in terms of turnover along with England, Germany, Spain and France. Royalty income in 2020 also almost doubled compared to the figure for the 2019 financial year (from € 444,703 to € 891,505), while in 2021 it rose further to a record figure of over € 2.2 million.



**INCOME FROM MEMBERS' FEES:** from € 23.3 million to € 20.5 million between 2019 and 2020 (-12%), while in 2021 the figure was the same as in the previous year (€ 20.5 million).

**REFEREEING COSTS:** from € 45.2 million in 2019 to € 25.1 million in 2020 (-44%), while in 2021 the figure rose again to € 37 million. The increase recorded is related to the almost complete resumption of all football competitions, whether amateur, youth or professional, during 2021. Another brief interruption affected the final few months of the year (as far as youth and amateur competitions are concerned), but, overall, matches in the 2021 financial year showed an increase of approximately 40% compared to the previous year. The increase compared to the final figures for 2020 is therefore essentially due to the higher number of matches played and therefore the higher number of reimbursements: compared to an overall total of 115,000 matches and 188,000 reimbursements in 2020, these figures rose to 156,000 matches and 259,000 reimbursements in 2021. Consequently, the costs for medical and health care expenses were also higher in relation to the higher number of Covid tests carried out (€ 0.4 million).



### COSTS INCURRED BY NATIONAL TEAMS' ACTIVITIES:

from € 39.5 million in 2019 to € 30.9 million in 2020 (-22%), while in 2021 costs rose to more than € 60 million due to participation in UEFA EURO 2020.

### PROVISIONS MADE IN 2020 IN RELATION TO THE HEALTH EMERGENCY:

provision for charges related to the COVID-19 health emergency, aimed at supporting the football system (€ 19.8 million); provision for charges related to the adaptation of facilities and infrastructure (€ 7.5 million) and provision aimed at coping with the economic impact of cancelling non-professional sports competitions organised at local level (€ 3.6 million).





FIGC has also launched a significant, strategic **STRATEGIC ECONOMIC SUPPORT PROGRAMME FOR THE BENEFIT OF CLUBS AND COMPONENTS OF THE ASSOCIATION**, to support the football system in the post COVID-19 resumption phase, resulting in an overall valuation of the **2020 services policy of around € 40 million, while in 2021 this figure reached over € 30 million.**



## COSTS INCURRED BY FIGC IN RELATION TO THE COVID-19 HEALTH EMERGENCY

In contrast to the general reduction in costs for sports activities, there was an increase in health expenses due to the need to adapt all events and the management of FIGC Human Capital to the health protocols and regulations in force, with the provision of safety devices, PCR, serological tests, sanitisation, etc...

Cost Type	2020	2021	Total
<b>FIGC (employees and collaborators, headquarters and peripheral offices):</b> medical and health expenses, sanitation, organisational and workspace set-up costs, IT expenses and insurance protection, purchase of health materials and training courses	<b>€ 422,925</b>	<b>€ 169,176</b>	<b>€ 592,101</b>
<b>National Teams</b>	<b>€ 394,700</b>	<b>€ 876,646</b>	<b>€ 1,271,346</b>
Medical and health expenses	€ 280,133	€ 743,485	€ 1,023,618
Travel expenses (charter flights) and other costs	€ 114,567	€ 133,161	€ 247,728
<b>Match officials:</b> medical and health expenses, training, internships, and educational courses	<b>€ 345,083</b>	<b>€ 595,471</b>	<b>€ 940,554</b>
<b>Women's Football Division:</b> medical and health expenses	<b>€ 66,037</b>	<b>€ 229,913</b>	<b>€ 295,950</b>
<b>TOTAL</b>	<b>€ 1,228,745</b>	<b>€ 1,871,206</b>	<b>€ 3,099,951</b>

In 2021, the cost item "Sports Activity Related Transfers" reached **€ 23.9 million**. This figure mainly includes contributions from FIGC to support components of the Association. Most recently, the Executive Committee meeting on 25 November ordered the allocation of € 12.5 million to the Professional Leagues, the National Amateur League and the technical components.

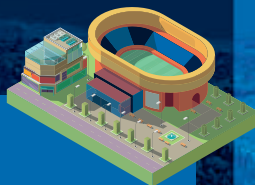
Also worth mentioning are the additional resources earmarked in 2021 to support youth and amateur football as well as the youth refereeing sector, with confirmation of the allocation of resources deriving from the 5% share of the Sport e Salute contributions (€ 1.8 million); the allocation to the National Amateur League of revenues under Article 52 of FIGC's Internal Organisational Regulations (NOIF) (€ 0.9 million) and of a portion of the supplementary contribution allocated by Sport e Salute in 2020, aimed at issuing vouchers for youth and promotional activities (€ 2.5 million); contributions paid to the 209 AIA sections (€ 1.8 million) and to women's teams in Serie A and Serie B (€ 1.1 million), as well as the contributions allocated to the National Amateur League and Lega Pro for former CONI personnel transferred to these league governing bodies (€ 1.4 million).

During the 2020 financial year, FIGC decided to **revalue its intangible assets** in accordance with the provisions contained in Article 110 of Legislative Decree No. 104 of 14 August 2020, which was converted with amendments, by Law No. 126 of 13 October 2020. In particular, the FIGC trademark (ITALIA FIGC), registered on 22 February 2008 and used in the context of the Association's commercial activity, was revalued at **€ 18.4 million**.

To estimate the value of the ITALIA FIGC trademark, reference was made to the financial income method and, in particular, to the royalty relief method, which determines the economic value of the trademark by discounting the amount of royalties that the market would be willing to pay to license the trademark. In 2021, FIGC did not intend to revoke the revaluation implemented the previous year, acquiring the effects of the regulatory change that had taken place.



## 3.2 REAL ASSETS AND NATURAL CAPITAL FIGC TECHNICAL CENTRE IN COVERCIANO



### RESTRUCTURING OF ARCHITECTURE AND FACILITIES: PRIMARY AREAS INVOLVED

- ⊕ MEDICAL WING
- ⊕ DRESSING ROOMS
- ⊕ GYM RENOVATION
- ⊕ CLASSROOMS
- ⊕ RESURFACING OF PITCHES 1, 2, 4 AND 5
- ⊕ NEW PERFORMANCE RUNNING TRACK
- ⊕ AUDITORIUM (199 PEOPLE)
- ⊕ FURNISHING WITH 'MADE IN ITALY' DESIGN
- ⊕ FORESTERIA AND AULA MAGNA TEACHING ROOMS
- ⊕ DATA CENTRE
- ⊕ ENERGY EFFICIENCY
- ⊕ LED LIGHTING
- ⊕ WORK TO ENSURE SAFETY
- ⊕ HOTEL ACCOMMODATION
- ⊕ WATER SYSTEM AND PIPELINE NETWORK
- ⊕ ENVIRONMENTAL REMEDIATION AND MONITORING
- ⊕ COVERED STAND
- ⊕ FIXED MAINTENANCE SERVICE
- ⊕ OTHER PROJECTS FOR PREPARATION OF NATIONAL TEAMS:
  - ⊕ Training pitch for goalkeepers
  - ⊕ Cryotherapy room

OVERALL INVESTMENT  
FOR THE PERIOD  
2016 - 2021

€ **10**  
MILLION



### MAIN WORK CARRIED OUT IN 2021

- ⊕ Advanced stage of research launched seeking to radically modernise the facility, with a view to optimising services for the National Teams.
- ⊕ Gymnasium adapted to the standards of leading European football clubs, using the latest generation of performance-enhancing equipment, with attention given to the facility's motivational impact (use of images from the history of the National Team).
- ⊕ AIAC office building renovated and new lighting system installed.
- ⊕ Installation of fire protection, lighting, data transmission and intrusion alarm.
- ⊕ Pipes and air conditioning system at the hotel replaced.
- ⊕ New "Cold Water", "Hot Water" and "Recirculation" collectors serving the FIGC Technical Centre.
- ⊕ Non-standard electrical cables replaced.
- ⊕ Launch of a project to "replant" trees at the FIGC Technical Centre. When fully operational, the programme will see the planting of over 100 trees.
- ⊕ Introduction of environmental auditing, as part of the "Life Tackle" project.



## COVERCIANO IN FIGURES

 **5** FOOTBALL PITCHES

SURFACE AREA OF MORE THAN  
**100,000** SQM



FOOTBALL MUSEUM,  
WHICH HOUSES MORE THAN  
ITEMS OF MEMORABILIA  
FROM ITALY'S FOOTBALL HISTORY

**1,000**



Centro Tecnico Federale  
di Coverciano  
"Luigi Ridolfi"

## 2021 ACTIVITIES - HIGHLIGHTS

MORE  
THAN

**1,200**



HOURS OF TEACHING AT  
THE COACHING SCHOOL

CLASSROOMS  
USED ON

**604**

OCCASIONS OVERALL

FOOTBALL  
PITCHES USED

**536**

TIMES OVERALL IN 2021



FOR A  
TOTAL OF

**1,100**

HOURS OF USAGE  
(ABOUT 3 HOURS ON AVERAGE EACH DAY)

## MANAGEMENT OF OTHER FIGC TANGIBLE ASSETS

**€ 0.3m**

TOTAL  
INVESTMENT  
IN 2021



Completion of safety work and modernisation of the offices in Rome and other offices throughout Italy. In particular, considering the locations in Rome, various refurbishments have been made, together with the replacement of lighting fixtures, the introduction of new emergency lighting and new multimedia systems and video conferences.

At a regional level, the renovation of the former headquarters of the LND Regional Committees in Genoa and Turin was completed and made available to the peripheral structures of the AIA and the SGS.

The site in Secondigliano (Naples) was handed over to the 'Insieme tra la gente' association and was transformed into a centre for lawfulness, fundamental for the rehabilitation of young people. The centre seeks to be a reference point for the entire neighbourhood, which has received media coverage as a place with a very high crime rate. The project, devised by several members of the Italian state police with a great passion for sport, aims primarily to create a real 'village', where young people can be educated and initiated into sports.

## ENHANCEMENT OF THE "LOOK AND FEEL" OF THE HEADQUARTERS IN VIA ALLEGRI

THE NEW LOOK, WHICH IS MODERN AND TRADITIONAL AT THE SAME TIME, WAS DEVISED TO CONVEY THE MOST IMPORTANT MOMENTS IN THE HISTORY OF ITALIAN FOOTBALL, STARTING WITH ITS MOST RECENT PAST.



INTEGRATED 20  
REPORT 21



**61**







## 3.3 HUMAN CAPITAL

Human capital continues to represent a **central pillar of interest** of FIGC strategy and comprises the processes for administration and management for approximately **600 workers (including employees and collaborators)**. In recent years, the number of FIGC employees has continued to increase moderately as the Association has consolidated its organisational model and put workers already on different forms of contract into stable arrangements.





## FIGC HUMAN CAPITAL IN FIGURES



### FIGC EMPLOYEES

	WOMEN	MEN	TOTAL
2014	101 45%	125 55%	226 100%
2015	102 44%	128 56%	230 100%
2016	103 43%	138 57%	241 100%
2017	107 45%	131 55%	238 100%
2018	105 42%	143 58%	248 100%
2019	109 42%	151 58%	260 100%
2020	112 42%	155 58%	267 100%
2021	114 41%	165 59%	279 100%

### AGE OF FIGC EMPLOYEES IN 2021

	WOMEN	MEN	TOTAL
Under 30	8	12	20
Between 30-39	23	42	65
Between 40-49	29	46	75
Over 50	54	65	119
<b>TOTAL</b>	<b>114</b>	<b>165</b>	<b>279</b>


### TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2021

	WOMEN	MEN	TOTAL
Executives	1	5	6
Senior managers	6	12	18
Managers	6	15	21
Specialists	33	43	76
Workers	66	83	149
Labourers	2	7	9
<b>TOTAL</b>	<b>114</b>	<b>165</b>	<b>279</b>





## LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2021

	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
Under 30	0	2	9	9	20
Between 30-39	0	13	13	39	65
Between 40-49	2	32	1	40	75
Over 50	5	75	1	38	119
<b>TOTAL</b>	<b>7</b>	<b>122</b>	<b>24</b>	<b>126</b>	<b>279</b>

## FIGC COLLABORATORS IN 2021

	2021*	2021**
<b>National Team staff</b> (coaches, scouts, medical workers)	92	214
<b>Referees and match official staff</b>	167	168
<b>Collaborators at FIGC Local Development Centres</b>	1	86
<b>Technical sector teaching staff</b>	26	224
<b>Other</b>	1	180
<b>TOTAL</b>	<b>287</b>	<b>872</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 Department

## APPOINTMENTS AND DISMISSALS

AGE GROUP	APPOINTMENTS IN 2021			DISMISSALS IN 2021		
	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
Under 30	4	7	11	0	0	0
Between 30-39	1	9	10	2	1	3
Between 40-49	0	0	0	0	0	0
Over 50	1	1	2	1	6	7
<b>TOTAL EMPLOYEES</b>	<b>6</b>	<b>17</b>	<b>23</b>	<b>3</b>	<b>7</b>	<b>10</b>

## INTERNSHIPS THAT BEGAN IN 2021\*

	TOTAL
Rome City Authority	8
Tuscany Regional Authority	1
<b>TOTALE</b>	<b>9</b>

\* Including curricular placements and extra-curricular resumptions



## MANAGEMENT OF COVID-19 HEALTH EMERGENCY



The epidemiological situation resulting from the COVID-19 pandemic heavily impacted the management activities carried out in 2020 and 2021, leading to **new measures** being taken as well as the adoption of **new working methods**:

### INTRODUCTION OF SMART WORKING AND AGILE WORKING METHODS:

#### 2020

- ➔ Approach aimed at minimising the risk of infection within the organisation and protecting the health of FIGC employees and contractors
- ➔ Application of strict in-house anti-COVID protocols, with special attention paid to safeguarding at-risk workers
- ➔ Regular antibody tests for all employees (on a voluntary basis): 11 days carried out in 2020, for a total of 547 serological tests
- ➔ Guidance to staff on how to carry out mission activities
- ➔ Implementation of in-house distance learning courses on health protection (distance learning course for workers on protection from COVID-19 biological risk), with participation mandatory for all employees
- ➔ Molecular or antigen tests for those involved in away trips and post-lockdown events
- ➔ Agreements with diagnostic laboratories for employees and FIGC components
- ➔ Daily delivery of medical supplies (including antibacterial gel and masks) to all employees
- ➔ Regular sanitisation of FIGC offices and introduction of new work organisation model (use of workspaces according to need for social distancing)
- ➔ Introduction of COVID-19 insurance cover for FIGC employees/referees

- ➔ Company lockdown from 11 to 20 march 2020 (first phase of the national lockdown): over these nine days, a plan was devised to allow all employees to work from home via so-called "smart working" arrangements, through the introduction of virtual desktop infrastructure
- ➔ Specific organisational procedure defined as regards the use and protection of IT tools and email, as well as specific operating instructions for the use of tools and services in smart-working mode and for scheduling and recording attendance for those agile working
- ➔ A series of measures were put in place to ensure better work from home and the same was done with the "prevention and protection service" to draw up a functional protocol for the emergency
- ➔ From 23 march 2020, all employees were able to carry out their duties in the "agile working" format for a total of 22,968 days in 2020, with an average of 85 days per employee
- ➔ During the lockdown period, digital management of a whole series of contractual documents was launched, with an innovative and experimental approach
- ➔ Definition of specific contractual clauses to deal with the critical issues arising from the COVID-19 emergency
- ➔ The suspension of some events led to the rescheduling of activities carried out by collaborators and interns, also through the suspension of contracts, internships and the recalculation of remuneration, which was subsequently reactivated with the resumption of activities and events carried out in compliance with security protocols
- ➔ Employees: the suspension and limitation of certain activities was managed without resorting to income support tools (wage subsidy fund), therefore using measures provided for by contracts (use of holiday from previous years, compensatory time off, leave permission) as well as specific union agreements

#### 2021

- ➔ Also in 2021, amid the state of emergency, there was a reshuffling of FIGC tasks and, consequently, of work activities, allowing total days of agile work to reach 11,724 (with an average of 42 days per employee), so as to limit attendance at FIGC offices.

- ➔ Significant attention was paid to safety in the workplace: the most suitable possible measures were implemented to ensure staff safety at work sites and at events held, applying all measures set out by competent authorities regarding workplaces and the health emergency, with amendments also made to FIGC's COVID-19 protocol.



## MAXIMISING THE POTENTIAL OF INTERNAL STAFF



### CONSOLIDATING NEW ORGANISATIONAL AND MANAGEMENT MODEL

- ❖ Objective: to rationalise and consolidate certain levels of internal coordination
- ❖ Regrading of certain FIGC employees to align their contractual positions with the functions they actually perform



### HIRING OF QUALIFIED AND MOTIVATED YOUNG STAFF WITH INTERNATIONAL EXPERIENCE

CAREER DEVELOPMENT PLANS FOR DESERVING INDIVIDUALS  
USE OF ALTERNATIVE RECRUITMENT TOOLS

- ❖ Permanent contracts
- ❖ Internships
- ❖ Supply contracts
- ❖ Agreements with universities and masters in sports management programmes



### TRANSPARENCY

- ❖ Professionals that are hired through a selection process carried out in adherence with FIGC procedures and through the "Transparency/Work with us" webpage
- ❖ In 2021, around 1,707 CVs were uploaded and 70 selection interviews were carried out, most of which remotely. This approach allowed 9 new staff members to be hired (including five replacement appointments) as well as 14 workers already present being formally hired and 9 internships being launched, most of which resulted in hires during the course of the year



### PERFORMANCE RECOGNITION

- ❖ Performance bonuses for 2020 were paid out in 2021, as well as a further bonus for the 2020 European Championship victory
- ❖ The criteria for awarding such bonuses were maintained, in compliance with the office budget and FIGC functioning, as well as assessments of contributions to improving the financial/operational parameters of the FIGC budget and respect of various in-house procedures (travel policy and purchasing)



### NEW COLLECTIVE AGREEMENTS

- ❖ Renewal of collective agreements for non-managerial staff (four-year period 2018-2021) and managerial staff (three-year period 2015-2017 and four-year period 2018-2021)



### EXTENDING AND DIVERSIFYING COMPETENCIES

- ❖ Job rotation: inclusion of workers from other sectors and FIGC offices among staff organising core association events, to promote specific experience in other areas
- ❖ Such individuals have participated in specific activities with missions established on the basis of individual professional skills, thus bringing both their specific experience in other areas as well as skills and knowledge of the organisation of events of an international scale
- ❖ Greater focus on business development and commercial initiatives, in light on the internationalisation process launched in 2019



### USE OF REMAINING HOLIDAY

- ❖ Thanks to a specific holiday use plan in 2021, approximately 2,200 days of residual leave were taken during the year



### DIGITALISATION OF HR PROCESSES

- ❖ Innovative approach to digital management of a large part of contractual documentation
- ❖ Many meetings, working sessions and conciliation sessions were held electronically, using certified documentation transmission via certified email wherever possible





## COMPANY WELFARE: MAIN PROGRAMMES IN 2021



**HEALTH PROJECT:** free screening at the CONI sports medicine institute for blood tests, specialist dental checks, as well as dermatological, ENT and physical check-ups.

**COVID-19 INSURANCE COVER** for all FIGC staff.

Voluntary **PCR AND SEROLOGICAL TESTS** for employees leaving for travel.



Fifth year of the **"AZZURRO DAY"** initiative, which allows every employee to take an additional day of holiday that they can enjoy on their birthday.

**DISCOUNTS ON UEFA EURO 2020 TICKETS.**

**TWO FREE TICKETS** to the **ITALY V SWITZERLAND MATCH ON 12 NOVEMBER 2021** (World Cup qualifier) at the Stadio Olimpico.



**FIGC CARDS:** all FIGC staff, match officials and collaborators receive a card offering free access to all football events across Italy being run by the Association.



**SALARY ADVANCES** for employees to purchase schoolbooks for their children.



### FACILITIES FOR PURCHASING PRODUCTS AND SERVICES

- ⊗ Agreement with ConTe.it insurance for a 15% discount on third-party insurance policy for motor vehicles.
- ⊗ Agreement with Alitalia for the Corporate Card.
- ⊗ Trenitalia: 5% discount on the purchase of rail tickets.
- ⊗ Flight programme: ITA Airways Status Match aimed at loyalty programme holders.
- ⊗ FIAT - Leasys: offer to hire vehicles from the Leasys Rent fleet in the short and medium term.
- ⊗ AVIS and Maggiore: discounts on rental rates.
- ⊗ PUMA: 30% discount for purchases on the official website of the National Team's technical sponsor.
- ⊗ PUMA Friends & Family: invitation-only initiative with an additional 20% discount from 17 to 19 September 2021.
- ⊗ Emporio Armani: 20% discount.
- ⊗ Agreement with Heaven sports club, Villa Borghese.
- ⊗ Agreement with all FIT&GO centres in Italy for discounts on training sessions.
- ⊗ Technogym: 10% discount for employees and players on online products and services.
- ⊗ Agreement with Leone Limentani: 20% discount on the purchase of catalogue products (porcelain, crystal, silver, cutlery, kitchen and furniture accessories).
- ⊗ Samsung Partners Reward: discounts on online purchases of smartphones, tablets, TVs, laptops and household appliances.



### OTHER PROMOTION AND INITIATIVES

- ⊗ During the pandemic, a contribution was provided for fixed or mobile data connection costs as stipulated in a specific trade union agreement.
- ⊗ As part of the welfare and social benefits, employees were also granted a contribution for school, sports and university expenses for the years 2018-2019.







## 3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL

**Intellectual and Organisational Capital**, together with the Social and Relationship Capital, is an **intangible value asset**. Its availability and management is crucial to the creation of value by FIGC.



### FIGC'S ORGANISATIONAL STRUCTURE AND RULES OF OPERATION

These have been subject to significant revisions, updates and formalisation, enabling more efficient management of the FIGC "machine".



### 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.



### EXPERTISE

Constitutes the wealth of FIGC's collective knowledge, made available for use and enhancement via the Association's ICT tools and systems.



### THE FIGC BRAND

Used and promoted not only in developing activities locally, but also in 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, as well as by sporting results and its inclusiveness in relations with key stakeholders.



### SYSTEMS AND TOOLS

Designed and implemented to support FIGC's operations and its processes for creating value (internal management, external relations, etc.).



## FIGC'S NEW INSTITUTIONAL LOGO

In **2021**, FIGC decided to **refresh its image**, distinguishing the symbol on match jerseys from the “**corporate-institutional**” one, combining the traditional shield with a modern and authoritative logo that depicts, also graphically, the innovation process sought by president Gabriele Gravina. The objective was to produce an emblem inspired by iconic elements, which best represents all the Association’s off-the-field activity, such as its social responsibility projects and those aimed at young people, as well as the institutional and international relations it fosters, with the aim of promoting the multidimensional nature of football in all its facets and making FIGC – committed to driving a profound cultural revolution in the entire football movement – even more recognisable.

The circular shape and vertical graphics of the new logo are inspired by the first-ever footballs, providing a clear and profound reference to the origins of the game, revisited through the contemporary interpretation of a symbol. The FIGC acronym – standing for *Federazione Italiana Giuoco Calcio* – takes centre stage, reaffirming the strong presence and constant work of the Association. The colours naturally reflect those of the national team jersey and the Italian flag. The logo was designed by Independent Ideas, the creative agency of Publicis Groupe.

With this move, FIGC is aligning itself with other European football associations (e.g. Belgium, Germany and Spain) that have opted to create a distinction between the symbol on team jerseys and the ‘corporate-institutional’ symbol.

## THE HISTORY OF THE FIGC LOGO



1898



1922



1947



1952



1974



1982



1984



1992



2000



2006



2007



2017



2021





## 3.5 SOCIAL AND RELATIONSHIP CAPITAL

Social and Relationship Capital is the totality of exchanges and relations FIGC is able to have with its key stakeholders, which influence and are influenced by its organisation.



● EMPLOYEES AND ORGANISATION

● GOVERNANCE AND CONTROL BODIES ● CONI/SPORT E SALUTE ● NATIONAL SPORTS FEDERATIONS ● FIFA ● UEFA ● FOREIGN ASSOCIATIONS

● REFEREES ● PLAYERS ● MANAGERS ● FOOTBALL CLUBS ● COACHES ● DOCTORS AND HEALTH PROFESSIONALS

● NON-PROFIT ORGANISATIONS ● SPONSORS ● SUPPLIERS ● UNIVERSITIES ● SCHOOLS ● MEDIA ● FANS ● FAMILIES ● LOCAL BODIES ● MINISTRIES

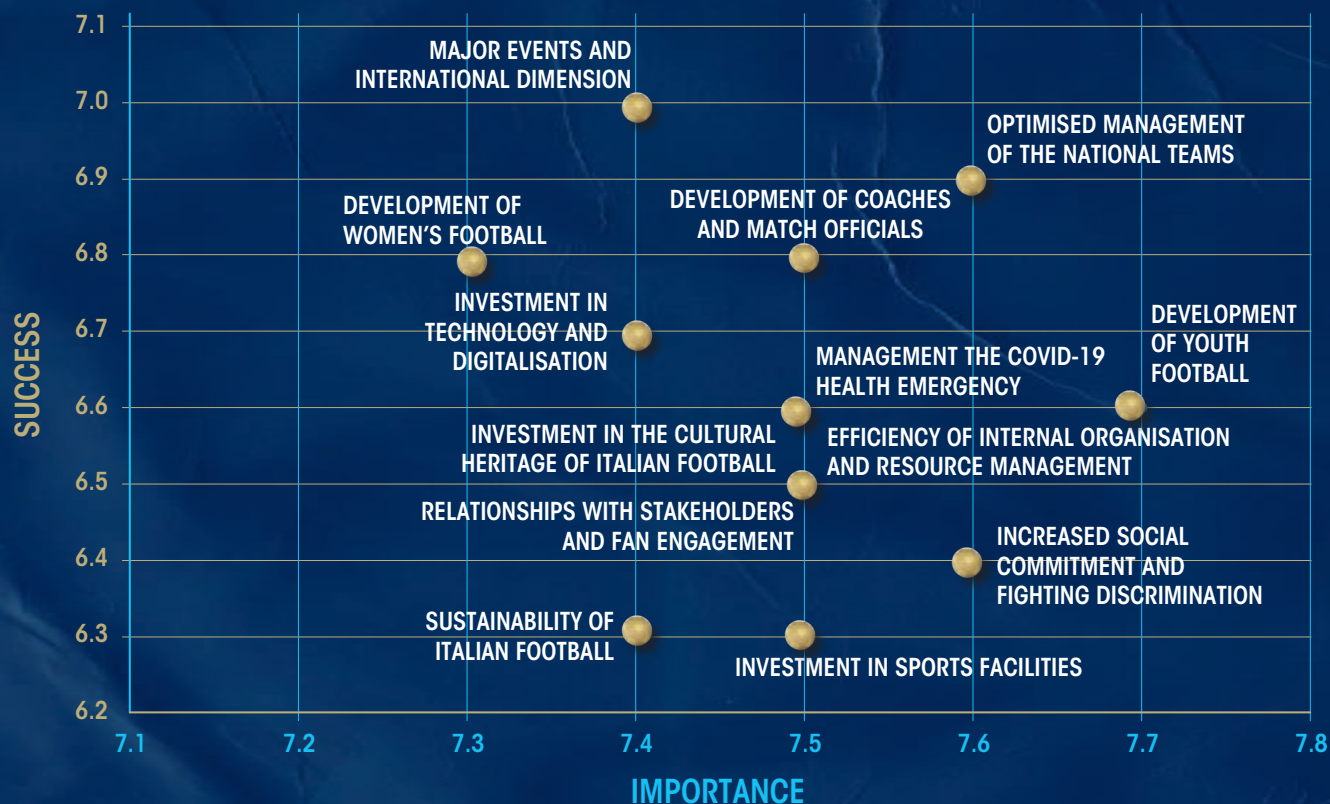


## PERCEPTION OF FIGC'S STRATEGIC OBJECTIVES



Thanks to an update to the study on the image of Italian football, conducted in 2021 in partnership with UEFA and specialist agency Kantar Media (by means of a survey to a significant sample of the Italian population over the age of 18), **FIGC was able to understand the perception of the stakeholders with respect to the relevance of the Association's strategic objectives and the success achieving them.** The graph below summarises the scenario, with reference to the cluster of over-18 football fans.

### OVER-18 ITALIAN FOOTBALL FANS' ASSESSMENT OF THE IMPORTANCE OF FIGC'S STRATEGIC OBJECTIVES AND THE ASSOCIATION'S SUCCESS IN ACHIEVING THEM



Source: UEFA/Kantar Media – online survey conducted in December 2021 on a representative sample of 1,000 people (over the age of 18)







Sport activities, football  
development, social inclusion,  
enhancing FIGC's brand identity,  
efficiency and internal organisation





INTEGRATED **20**  
REPORT **21**

04

## FIGC ACTIVITIES AND INITIATIVES





# 4.1 SPORT ACTIVITIES

FIGC has continued to **promote the activity of the National Teams**, a strategically important sector for the Association.

## NATIONAL TEAMS MATCHES 2020-2021

	Victories	Draws	Defeats	Total
A	15	5	0	20
U.21	4	3	1	8
U.20	1	0	0	1
U.19	0	0	0	0
U.18	1	0	0	1
U.17	0	0	0	0
U.16	0	0	0	0
U.15	0	0	0	0
Women's A	4	2	0	6
Women's U.23	0	0	0	0
Women's U.19	0	0	0	0
Women's U.17	0	0	0	0
Women's U.16	0	0	0	0
Men's A Futsal	7	0	1	8
Women's A Futsal	0	0	0	0
Men's U19 Futsal	0	0	0	0
Beach Soccer	6	2	1	9
<b>Total</b>	<b>38</b>	<b>12</b>	<b>3</b>	<b>53</b>



## NATIONAL TEAMS MATCHES BY YEAR



## HIGHLIGHTS 2020-2021









## NATIONAL TEAM VICTORY AT UEFA EURO 2020

In July 2021, **Roberto Mancini's National Team won UEFA EURO 2020**, after beating Turkey, Switzerland and Wales in the group stage (all three games were played at home at the Stadio Olimpico), the Azzurri defeated Austria in the last 16 and Belgium in the quarter-final, before overcoming Spain in the semi-final. In the final at Wembley, Mancini's men won the European trophy for the second time in the National Team's history, beating the home side England on penalties.



### SPORTING SUCCESS

⚡ The win was **Italy's first since 1968** (the only other European Championship title in the country's history) and it meant that the National Team returned to **fourth spot in the world Rankings** for the first time since September 2013; Mancini's Azzurri side climbed 16 places between May 2018 (20th) and October 2021 (4th).

⚡ Main performance indicators:

⚡ **5 MATCHES WON** either in normal or extra time and 2 games won on penalties (in the semi-final against Spain and final against England)

⚡ **13 GOALS SCORED** (an average of 1.86 per game) and four goals conceded  
• Top scorers: Chiesa, Immobile, Insigne, Locatelli and Pessina (2 goals each)

⚡ Average possession: **54%** (fourth highest in the tournament)

⚡ **518 PASSES** (87% completed)

⚡ **127 SHOTS** (36 on target)

⚡ Average distance covered per game in the competition  
**125.3 km** (second highest in the tournament)



⚡ Italian goalkeeper (**Gianluigi Donnarumma**) voted **Player of the Tournament** and 5 players included in Team of the Tournament.

⚡ 5 Italian players nominated for the 2021 Ballon d'Or, **Jorginho finished in third place** (in total, around a quarter of candidates came from Serie A 2020-2021) and won the **UEFA Men's Player of the Year 2021**.



⚡ Thanks to the UEFA EURO 2020 win, the Italian National Team was also handed the **Team of the Year Award at the start of 2022 at the Laureus World Sports Awards**, the biggest prize for any team in the sports world in what is effectively the Oscars of sport.

⚡ The tournament allowed us once more to reaffirm the **high quality of Serie A**, with many players from our league among the best performers in the competition; Serie A was **the league with the greatest number of goals from its players in the competition** (37, ahead of the Premier League on 30 and Bundesliga on 28). With 12 goals, Juventus were the club with the greatest number of goals from its players.

⚡ **3 Italian players included in FIFA FIFPro World11**: Donnarumma, Bonucci and Jorginho.

⚡ Lorenzo Insigne's "tir a gir" (curling shot) to double Italy's lead against Belgium in the quarter-final finished **second in UEFA Goal of the Season 2020-2021**.

⚡ Having won UEFA EURO 2020, the National Team got to play Argentina in June 2022 at Wembley in **an unprecedented encounter between the European champions and the winners of the last Copa America**.





Italy's record under Mancini: with the UEFA EURO 2020 win, the Azzurri recorded **34 consecutive games unbeaten, rising to 37 after the tournament**. They beat Vittorio Pozzo's record and became **the National Team with the most consecutive games unbeaten in the history of football** (between 2007-2009, Spain went 35 games before being defeated). The National Team also beat Ferruccio Valcareggi's record (1,168 minutes without conceding) and got 15 straight wins in the EURO qualifiers and finals, another first for a National Team. **Other records set in comparison to Azzurri history**: 13 consecutive victories (between November 2020 and July 2021) to surpass Pozzo and Marcello Lippi's best; 22 games unbeaten at home to overtake Enzo Bearzot's run (21), with 61 official games at home unbeaten (excluding friendlies).

By the end of 2021, the National Team had played 46 games under Roberto Mancini, recording 30 wins, 13 draws and 3 losses. They earned a total of 103 points (an average of 2.23 per game), which places **Mancini at the top of the coach rankings, ahead of Pozzo** (2.16), Arrigo Sacchi (2.13), Edmondo Fabbri (2.06) and Azeglio Vicini (2.05). There have been 102 goals from 32 players, going only five games out of 46 without scoring. Mancini has called up a total of 82 players, giving 36 players their international debut.

Technical approach based on developing young Italian talent, illustrated by **the sharp decrease in the average age of players called up by Mancini in comparison to the past** and other major foreign National Teams.

#### AVERAGE AGE OF THE ITALIAN MEN'S NATIONAL TEAM

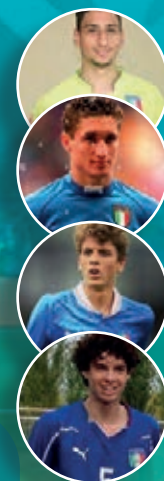


This has been accompanied by a **greater use of the Azzurri supply chain**, with a sharp increase in the **number of appearances made for the youth National Teams by players who were called up** (going from 416 games for those called up for UEFA EURO 2016 to 624 for those called up to UEFA EURO 2020).

#### NUMBER OF YOUTH NATIONAL TEAM APPEARANCES FOR PLAYERS CALLED UP TO THE A NATIONAL TEAM

	Men's A National Team	Youth National Teams
FIFA World Cup 2006 (Germany)	754	489
UEFA EURO 2008 (Austria and Switzerland)	725	546
FIFA World Cup 2010 (South Africa)	817	649
UEFA EURO 2012 (Ukraine and Poland)	554	556
FIFA World Cup 2014 (Brazil)	753	595
UEFA EURO 2016 (France)	745	416
UEFA EURO 2020	881	624

Before being called up for UEFA EURO 2020, **Niccolò Barella played for all the Italian youth National Teams** (from U15 to U21). Of the team, 20 out of 26 played for the U21s, 14 in the U20s, 15 in the U19s, 7 in the U18s and 8 in the U17s and U16s. As well as Barella, **another four players who were called up** (Donnarumma, Chiellini, Bastoni and Locatelli) played for the **U15s in the past**, the youngest Italian National Team.





## INTEREST GENERATED

**115.7 MILLION**  
TOTAL VIEWERS

AN AVERAGE OF  
**16.5 MILLION**  
ON RAI AND SKY

FOR THE  
**7 MATCHES**  
PLAYED BY THE AZZURRI

AVERAGE  
SHARE **79%**



Overall, according to a survey by Quorum Youtrend, **84.3% of Italians** became passionate about Italy's performances and **41% of them view the Italy team as a symbol of redemption and rebirth.**

The total number of Italians interested in the National Team (post-UEFA EURO 2020) is estimated to be

**35 MILLION**



**Sports betting:** the competition brought in a total collection of  
**€ 472.5 MILLION**



and tax revenue of € 12 million, while worldwide it brought in € 62 billion. At € 30.8 million, the UEFA EURO 2020 final between Italy and England is **the highest collection from a betting event in the history of Italian sport.**



the final against England alone had  
**20,6 MILLION VIEWERS (SHARE 84%)**

making it **the most watched TV event in Italy since 2012** and the 28th most watched event in the history of Italian TV, **breaking all-time streaming records** for any kind of programme in our country.

**ALMOST 60,000 SPECTATORS** ATTENDED  
THE FOUR MATCHES THAT WERE PLAYED AT THE STADIO  
OLIMPICO IN ROME

UEFA EURO 2020 was the first sports event to reopen significantly to the public in Italy, marking a symbolic moment of revival and a return to some kind of normality.



## COMPARISON OF SPORTS BETTING COLLECTION AND TAX REVENUE MAJOR FOOTBALL EVENTS

	Tournament total		Italian National Team matches	
	Collection	Tax revenue	Collection	Tax revenue
UEFA EURO 2008	€ 211.1m	€ 10.3m	€ 43.7m	€ 2.1m
FIFA World Cup 2010	€ 344.9m	€ 14.2m	€ 24.3m	€ 1.0m
UEFA EURO 2012	€ 154.7m	€ 6.2m	€ 54.7m	€ 2.2m
FIFA Confederations Cup 2013	€ 28.2m	€ 1.1m	€ 13.6m	€ 0.5m
FIFA World Cup 2014	€ 267.8m	€ 10.0m	€ 19.1m	€ 0.7m
UEFA EURO 2016	€ 249.6m	€ 6.0m	€ 41.3m	€ 1.0m
UEFA EURO 2020	€ 472.5m	€ 12.0m	€ 115.2m	€ 3.5m

80



INTEGRATED  
REPORT 2021



## UEFA EURO 2020 - TOP 10 MATCHES FOR SPORTS BETTING COLLECTION

Match	Total collection	Tax revenue
ITALY v ENGLAND (final)	€ 30.8m	€ 0.9m
ITALY v SPAIN (semi-final)	€ 23.9m	€ 0.7m
ITALY v AUSTRIA (last 16)	€ 17.7m	€ 0.5m
ENGLAND v DENMARK (semi-final)	€ 17.0m	€ 0.5m
FRANCE v SWITZERLAND (last 16)	€ 16.0m	€ 0.5m
BELGIUM v ITALY (quarter-final)	€ 14.8m	€ 0.5m
ITALY v SWITZERLAND (group stage)	€ 11.4m	€ 0.3m
BELGIUM v PORTUGAL (last 16)	€ 10.2m	€ 0.3m
UKRAINE v ENGLAND (quarter-final)	€ 9.2m	€ 0.3m
TURKEY v ITALY (group stage)	€ 8.6m	€ 0.3m

## FIGC INITIATIVES

From 11 June to 16 July, lots of content was designed and published on the Azzurri channels based on the profile of fans and followers on the National Team's social media channels, generating huge interest: **well over a billion impressions** and, on Instagram and Facebook alone, **over 100 million interactions**. Equally remarkable was the **increase of more than 2.7 million in follower numbers** on the platforms:

 **5 MILLION**  
(+2 MILLION)

 **5.2 MILLION**  
(+367k)

 **+838k**  
(+113k)

 **+732k**  
(+139k)

 **+385k**  
(+81k)

Also noteworthy was the rapid rise of new **social media channels in Arabic and Chinese**: in the three weeks leading up to the UEFA EURO 2020 final, together they achieved **more than 30 million impressions**.



During the European Championships, the communication campaign "**Rinascimento Azzurro**" (Azzurri Renaissance) was held on the National Team's social media channels, overall achieving a reach of 23.1 million, 36.4 million impressions and engagement of 4.4 million.

During 2021, **the Italian National Team profiles had total engagement of over 136 million** the second highest of all National Teams across the world, only surpassed by England.



Great viewership for the docufilm "**Sogno Azzurro**" (Azzurri Dream) broadcast on Rai 1 to tell the story of the Azzurri's journey to and within the European Championships. The five episodes in the series had a total audience of **14.9 million viewers** (with a share of 14%). "**Sogno Azzurro**" Azzurro reached 100,000 hours of viewing and it was the most watched documentary on the RaiPlay platform. The final episode in the series, *Sogno Azzurro, la strada per Wembley* (Azzurri Dream, the road to Wembley), had **had an audience of 4.1 million viewers alone**, with a share of 21.2%.

"**Notte Azzurra**" (Azzurri Night), the show hosted by Amadeus on Rai 1 focusing on the Italian National Team, had **a total of 2.8 million viewers**, making it the most watched show on prime-time television on 1 June 2021, with a share of 14.3%.



## INDIRECT AND INDUCED ECONOMIC EFFECTS

### THE UEFA EURO 2020 WIN CAN GIVE A REAL BOOST TO ITALY'S SOCIAL AND ECONOMIC RECOVERY,

contributing to making it a more credible and respected country, which is more inclusive and also richer. All major research indicates that **the impact of great football victories** equates to **GDP growth of at least 0.7% (about € 12 billion)**, an estimate which has however seen a downward trajectory (in the 2006 World Cup win, the growth in GDP was 1.5%, while nominally it was +4.1%, with a decrease in unemployment of 10% and a 10% growth in exports of Made in Italy products). **The positive effect on the international image of our country also affects tourism** (with the 2006 win, there was an increase of almost 2.4 million tourists) and performance on the stock exchange.



## DIRECT ECONOMIC IMPACT



Thanks to Italy's UEFA EURO 2020 campaign, FIGC brought in € 28.25 million, becoming the football association with the highest UEFA prize money in the history of the European Championships: € 99.25 million (overtaking Portugal on € 98.2 million).

With the inclusion of revenue from commercial agreements, **FIGC SAW AN ESTIMATED INCREASE IN REVENUE OF APPROXIMATELY € 36 MILLION.**



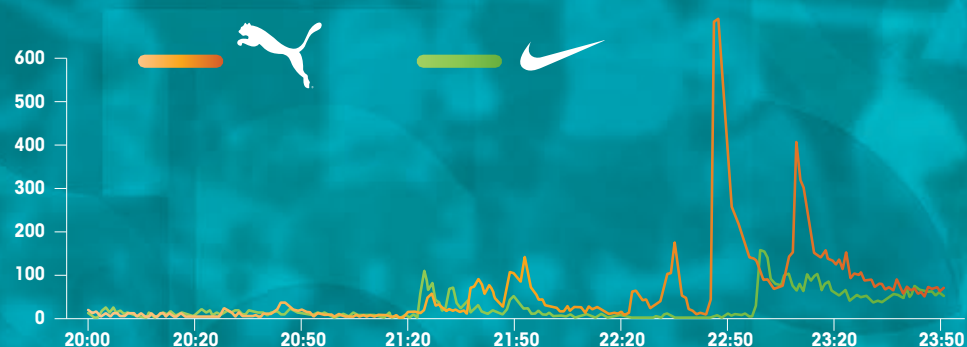
The UEFA EURO 2020 win also meant that the FIGC 2021 financial statement saw record results: **A PRODUCTION VALUE OF**

**€ 229.5 MILLION**

beating every record, including 2006 when the National Team won the World Cup (with a turnover of € 207.3 million), while commercial revenue was well above € 50 million.

Thanks also to the European Championship win, 2021 was a record year for **FIGC-PUMA official merchandise**. The number of items sold **increased by 48% compared to 2020: in Italy this was as much as 292%** (from 52,895 to 207,125), while abroad it was 9%, with spikes in the United States (+78%), United Kingdom (+30%) and China (+24%). **Net sales in Italy increased by 295%, while abroad there was a 30% increase**, with North America leading (the United States and Canada saw respective increases of 78% and 54%). Overall, taking Italy and foreign markets at the aggregate level, net sales increased by 65%.

**Number of images posted on social media during the final (11/07/2021 between 20:00 – 23:59) containing technical sponsor logos from the UEFA EURO 2020 finalists; source: Brandwatch**



**Images posted on social media on the day of the final (11/07/2021) containing technical sponsor logos from the UEFA EURO 2020 finalists; source: Brandwatch**





## ENHANCING THE COUNTRY'S INTERNATIONAL REPUTATION

According to analysis carried out by Zwan, **Italy's international reputation value increased by 21.3% between February and July 2021 compared to the previous half-year period**, thanks in part to the European Championship win (along with other factors, like Måneskin's victory at Eurovision, Matteo Berrettini's final at Wimbledon and positive views of Mario Draghi's government).

**Google searches for the term "Italy" reached a historical peak worldwide in July 2021**, surpassing the 2006 World Cup win and the first wave of COVID-19 in our country.



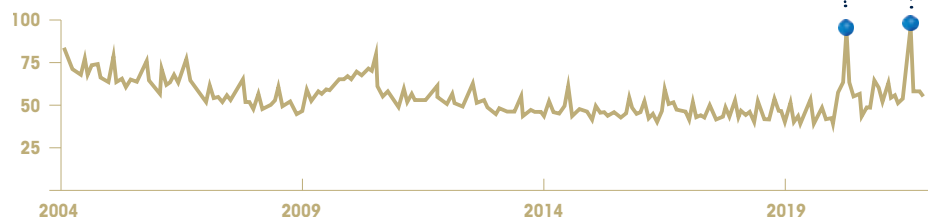
The numbers represent Google searches for the word "Italy" across the globe, in relation to the number of searches at the highest point (100)

Google

Italy

July 2021  
100%  
**UEFA EURO 2020  
Victory**

February-March 2020  
99%  
**First wave of  
COVID-19**



## UEFA EURO 2020 - GLOBAL MEDIA RESULTS

The tournament is one of the most watched sporting events of all time:



**CUMULATIVE LIVE AUDIENCE WORLDWIDE:**

**5.23 BILLION**

(up from 4.97 billion in 2016)



**1.9 BILLION  
UNIQUE USERS**



**AVERAGE LIVE AUDIENCE  
FOR UEFA EURO 2020  
MATCHES: MORE THAN  
100 MILLION**

**LIVE AUDIENCE  
FOR THE FINAL BETWEEN  
ITALY AND ENGLAND**

**328 MILLION**

(compared to 284.4 million  
for the 2016 final)



**€ 1.1 BILLION**

**REVENUE FROM UEFA EURO 2020  
MEDIA RIGHTS,**

equating to 60.3% of total sales (€ 1.9 billion), an  
increase of 10.8% compared to UEFA EURO 2016



**229 COUNTRIES  
BROADCAST THE EVENT**  
(137 different broadcasters)



**UEFA EURO 2020 PRODUCED**

**7.5 BILLION**

**INTERACTIONS AND VIEWS ON SOCIAL MEDIA,**  
while web traffic on the UEFA site and official app  
increased by 250% compared to 2016



**THE FINAL PRODUCED**

**397 MILLION**

**INTERACTIONS AND  
VIEWS ON SOCIAL MEDIA**



**AUDIENCE GROWTH**

in key markets (China: +43% compared to UEFA EURO  
2016, with a cumulative audience of 352 million; United States: +32%, with 87 million  
viewers; India: +229%, with 107 million viewers)

The final was the most watched TV event in England  
in the last 24 years and the most watched  
in Italy since 2012, also with record  
streaming views in both countries



**INTEGRATED  
REPORT 2021**



**83**







## E-FOOT NATIONAL TEAMS

### THE PATH OF CREATION OF THE FIRST E-SPORTS ITALIAN NATIONAL TEAMS

#### E-NATIONAL TEAMS TIMVISION PES 2020

- △ The first National e-sports Team in the history of the FIGC
- △ 708 registrations (online tournaments and offline events)
- △ The final selection event produced 16,000 interactions on social FIGC reaching 1.3 million people
- △ 4 players selected
- △ Champion of Europe 2020 (first National in history to win a European e-sports), with over 83,000 views produced on Twitch and on the website eNAZIONALE.IT



#### E-NATIONAL TEAMS TIMVISION PES 2021

- 10 events of selection
- 2,065 registrations
- Over 10,000 views produced on Twitch from the final selection event
- 4 players selected
- Qualified for the 2021 European Championship finals (eliminated in the group stage)
- Over 514,000 social media impressions and 452,000 views on Twitch (UEFA eEURO 2021 finals)



#### E-NATIONAL TEAMS FIFA 20 POWERED BY TIMVISION

- 15 events of selection (online and offline)
- 8,086 registrations
- 2 players selected



#### E-NATIONAL TEAMS FIFA 21 POWERED BY TIMVISION

- ✕ 22 events of selection (online and offline)
- ✕ 3,243 registrations
- ✕ 3 players selected
- ✕ Qualified for FIFA eNations Cup 2021 (cancelled due to COVID-19)



**FIFA**

### FIGC E-FOOT PROGRAMME - DATE UPDATE AT 31-12-2021

OVER **14,000**  
REGISTRATIONS  
AT QUALIFYING



**89** TOURNAMENTS  
COMPLETED

**33,145**  
COMMUNITY  
TOTAL  
SOCIAL MEDIA  
(+230% VS 2020)



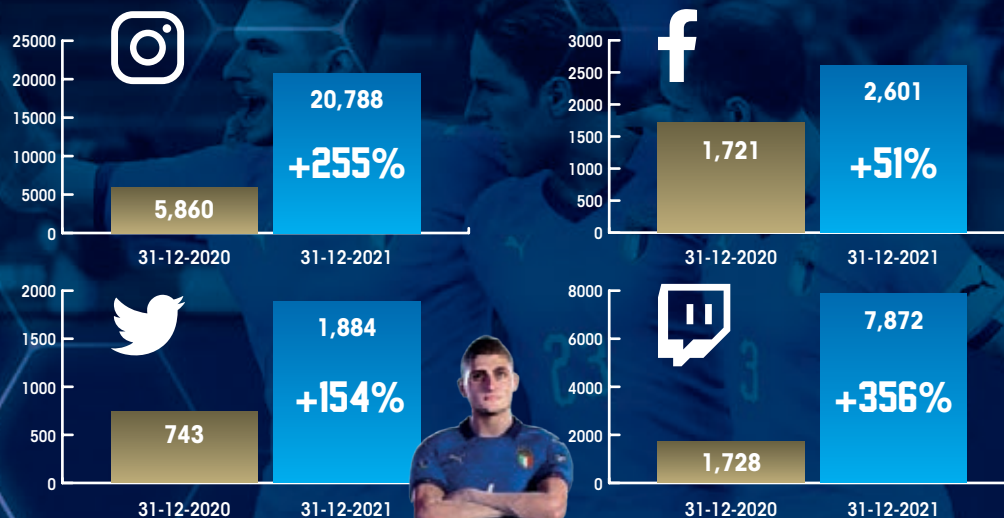
**eNAZIONALE TIMVISION PES  
CHAMPION OF EUROPE 2020**



**1.5m VIEWS AND 1.2m  
OF UNIQUE USERS OF 34  
LIVE STREAMING ON TWITCH**



### THE GROWTH OF FANS AND FOLLOWERS ON SOCIAL MEDIA OF ENATIONAL TEAMS



**INTEGRATED 2021  
REPORT**



**85**



## NATIONAL FOOTBALL TEAMS - OTHER EVENTS AND RESULTS

### OTHER MAJOR SPORTING ACHIEVEMENTS 2020-2021



Italy was awarded the UEFA Nations League Final Four in 2021, played in October in Turin (Juventus Stadium) and Milan (Stadio Giuseppe Meazza). The Azzurri finished in third place, ahead of Belgium and behind Spain and France.



#### HIGHLIGHTS (ENTIRE COMPETITION):



**4**  
MATCHES



**101,682**  
SPECTATORS  
(26% from abroad)



**21.5m**  
TV AUDIENCE  
IN ITALY



**130m**  
WORLDWIDE TV  
AUDIENCE (+30% vs 2019)



**HIGHLIGHTS:** The sporting curriculum of the players called up for the Under-21 national team  
Club-level minutes before participation in the final phase of the European Under-21

	First Division	Second Division	Third Division or less	National	Champions League	Europa League	TOTAL
France	95,457	7,294	12,706	15,026	6,788	8,096	145,367
Croatia	80,187	32,334	9,256	8,294	1,190	6,647	137,908
Netherlands	73,366	44,609	6,547	9,306	2,394	8,143	144,365
Denmark	71,072	12,603	5,369	7,023	1,743	2,997	100,807
Spain	39,751	43,116	38,619	7,433	401	3,751	133,071
Germany	37,352	47,231	45,074	6,755	836	2,053	139,301
Portugal	36,503	49,405	4,633	12,567	2,959	3,263	109,330
Italy	18,874	61,320	17,217	5,349	5	1,720	104,485
TOTAL	452,562	297,912	139,421	71,753	16,316	36,670	1,014,634

The Men's U.21 National Team qualified for the European Championships, being eliminated in the quarter-finals by Portugal.



Women's A National Team qualified for the 2022 European Championships.



**HIGHLIGHTS:** the growth of the Women's A National Team TV audience  
Average TV audience per match in the last 3 qualifying rounds of major football events



#### HIGHLIGHTS: Women's National Team ranking growth

##### ITALY REPRESENTS AMONG THE TOP 20 WOMEN'S NATIONAL TEAMS...

...the fourth largest improvement in the FIFA Ranking between September 2017 (appointment of coach Milena Bertolini) and December 2021

...with the growth of 3 positions in the ranking behind only Sweden (9), Spain (8) and Iceland (5)

## NATIONAL TEAMS - HIGHLIGHTS OFFICIAL COMPETITION 2016-2021



- Men's A National Team qualified for the first time for an **European Championship** with 3 matches to spare (10 victories in 10 matches)
- Qualification for the **2020-2021 UEFA Nations League Final Four** (third place finish) and second consecutive qualification in 2022-2023
- In July 2021 the Men's A National team triumphed at the **2020 European Championships**, a success that has allowed the Azzurri to climb up to 4<sup>th</sup> place in the FIFA World Ranking the best result since September 2013, thanks also to the 37 consecutive matches without defeat, an absolute record in the history of national football teams at world level

Men's Under 21 National team qualified for the Group Stage of the **European Under 21 Championship**

- Champions of **2018 Euro Beach Soccer League**
- Second place at **2019 World Cup Final**
- Winner of **2019 Mediterranean Games**
- Third place at **European Championship in 2021**



4 **European Championships Finals** (2 Men's Under 19 and 2 Men's Under 17)

- Bronze medal at **2017 FIFA Men's Under 20 World Cup**, first time in the history
- 4<sup>th</sup> place at **2019 Men's Under 20 World Cup**
- Qualified for the **2021 World Cup** (cancelled)



2 consecutive second places at the **Mediterranean Games** (2018 and 2022) with the **Men's Under 18 National Team**

The **European Ranking** of the **Men's U19 National team** rose from 20<sup>th</sup> in 2015-2016 to 4<sup>th</sup> in 2020-2021 (2<sup>nd</sup> best result ever), while the **Men's U17 National team** climbed from 10<sup>th</sup> to 4<sup>th</sup> (best figure ever)

- Women's A National team** qualified after 20 years for the **FIFA Women's World Cup 2019**, reaching the quarterfinals
- In **2021** qualified for **Women's Euro 2022**
- 2022** qualified for the second consecutive to the **FIFA Women's World Cup**, for the first time in the history of the Azzurre



University National team won the bronze medal at **Universiade 2019**





















Men's A **Futsal National team** qualified for the **2022 European Championship** (March 2021)





## UPDATE 2022- FIFA WORLD CUP 2022 QUALIFIERS

### FIFA 2022 WORLD CUP EUROPEAN QUALIFIERS - THE MATCHES PLAYED BY THE ITALIAN NATIONAL TEAM

Match	Result	Outcome	Scorers	Location	Country	Stadium	Stadium Attendance	tv Audience	tv Share
 Italy - Northern Ireland 	2-0	Victory	Berardi (14'), Immobile (38')	Parma	Italy	Ennio Tardini	0	6,129,602	22.52%
 Bulgaria - Italy 	0-2	Victory	Belotti (43' pen.), Locatelli (83')	Sofia	Bulgaria	Vasil Levski National Stadium	0	6,394,368	23.58%
 Lithuania - Italy 	0-2	Victory	Sensi (48'), Immobile (94')	Vilnius	Lithuania	LFF Stadionas	0	5,971,362	21.72%
 Italy - Bulgaria 	1-1	Draw	Chiesa (16'), Iliev (40')	Florence	Italy	Artemio Franchi	19,000	7,366,606	36.01%
 Switzerland - Italy 	0-0	Draw		Basel	Switzerland	St. Jacob-Park	12,000	8,653,953	42.04%
 Italy - Lithuania 	5-0	Victory	Kean (11' and 29'), Uktus (14' aut.), Raspadori (24'), Di Lorenzo (54')	Reggio Emilia	Italy	Mapei Stadium	11,000	7,781,945	35.39%
 Italy - Switzerland 	1-1	Draw	Widmer (11'), Di Lorenzo (36')	Rome	Italy	Stadio Olimpico	46,000	9,272,989	36.46%
 Northern Ireland - Italy 	0-0	Draw		Belfast	Northern Ireland	Windsor Park	18,500	10,774,956	40.06%
 Italy - North Macedonia 	0-1	Defeat	Trajkovski (92')	Palermo	Italy	Renzo Barbera	33,000	9,735,000	39.27%
 Turkey - Italy 	2-3	Victory	Ünder (4'), Cristante (35'), Raspadori (39' and 69'), Dursun (83')	Konya	Turkey	Buyuksehir Stadium	40,000	5,205,853	21.61%

**10**  
MATCHES PLAYED

**179,500**  
TOTAL ATTENDANCE

**77.3m**  
WORLD TV AUDIENCE

**7.7m**  
AVERAGE TV AUDIENCE PER MATCH (share: 31.41%)

In 2021, the Mens A National Team made the path to the 2022 World Cup, finishing second in Group C (with 16 points, behind Switzerland which won the group with 18 points).

The qualification for the World Cup had therefore to pass through the playoffs, scheduled for late March 2022, in which Italy unfortunately experienced a burning elimination against North Macedonia.

In front of 33,000 spectators of the Barbera stadium in Palermo and the almost 10 million viewers on Rai 1 (share of 39.27%), a goal of the former Palermo Trajkovski has deprived Italy of the second consecutive World Cup (4 and a half years after the playoff loss to Sweden).

Just 8 months after the triumph of Wembley the Azzurri therefore remained outside the World Cup, and the tears unfortunately this time were not of joy.





## MEN'S BEACH SOCCER NATIONAL TEAM FINISH THIRD IN EUROPE (2021)



In **September 2021**, the **National Team** took part in the **Euro Beach Soccer League Superfinal** in Figueira da Foz, Portugal, and took the bronze medal after defeating Spain 5-3 in the third-place play-off.

Some important changes were introduced to Italian Beach Soccer in **2021**, one of these was the establishment of an **U20 championship**, organised by the National Amateur League, which has boosted the talent pool available for the senior National Team.

Another big change is the recent introduction of **football schools specifically for Beach Soccer**, run by FIGC through the Youth and Schools Sector. This nurturing of the 'grassroots' beneath the sand will provide fresh impetus to the wider beach soccer game in Italy.

**Between the end of 2021 and the start of 2022, a pilot course for Beach Soccer coaches was set up.** The idea for the initiative came from Club Italia and was taken up by the FIGC Technical Sector, with over 80 hours of work taking place in the classroom and on the pitch. The aim is to provide the best tools possible to "train the trainers" and as a result develop the players themselves.

**2021** also saw the start of a key initiative, which is setting up the **Women's Beach Soccer National Team**.





## OTHER MAIN UPDATES – 2022

### WOMEN'S A NATIONAL TEAM

- ⊕ Took part in the 2022 European Championships (eliminated in the group stage)
- ⊕ Qualified for the 2023 World Cup, reaching the tournament finals for the second time in a row (a record for the Azzurre)

### MEN'S A NATIONAL TEAMS

- ⊕ Second consecutive UEFA Nations League Final Four qualification

The Men's Futsal National Team was eliminated in the group stage of the European Championships

Women's Beach Soccer National Team second at the European Championships, while the Men's National Team got the third place

The Men's and Women's Beach Soccer National Teams qualified for the World Beach Games

The FIFA eNational Team reached the semi-finals of the FIFAe Nations Cup 2022



### MEN'S 11-A-SIDE YOUTH NATIONAL TEAMS

The U21 National Team qualified for the European Championships for the sixth year running.

The U20 National Team won the Élite League (the most important U20 competition in Europe).

The U19 National Team qualified for the European Championships for the fourth time in five editions (a record in FIGC history) and reached the semi-finals of the competition to qualify for the U20 World Cup.

The U18 National Team qualified for the Mediterranean Games for the second time in a row.

The U17 National Team qualified for the European Championships for the sixth time in a row and reached the quarter-finals.

ITALY IS ONE OF THE COUNTRIES WITH THE MOST YOUTH NATIONAL TEAM QUALIFICATIONS TO EUROPEAN CHAMPIONSHIPS (U21, U19, U17) IN THE LAST 10-15 YEARS.



# ITALIAN NATIONAL TEAMS: INTEREST AND MEDIA PROFILE IN 2021

## TELEVISION

Cumulative WORLDWIDE audience (Men's A and Men's U21 National Teams)



**5.6 BILLION**

VIEWERS (more than five times the figure registered in 2020)



**OVER 23,000 HOURS**  
OF PROGRAMMES  
BROADCAST



**TOTAL REVENUES FROM FIGC 2021 TV RIGHTS**

**€ 38.5m** (compared to € 26.4m of 2020)



**ATTENDANCE AT THE 2020-2021 STADIUM**

**213,154 SPECTATORS**

(821% in Italy and 79% abroad)

## CUMULATIVE AUDIENCE COMPARISON BY GEOGRAPHIC AREA

	2020	2021	GROWTH
ITALY	965.1m	4,461.7m	x4.6
EUROPE (EXCLUDING ITALY)	37.4m	644.8m	x17.2
NORTH AMERICA	3.2m	51.2m	x15.8
CENTRAL AND SOUTH AMERICA	2.2m	51.4m	x23.3
ASIA-PACIFIC	2.5m	281.6m	x113.9
AFRICA AND MIDDLE EAST	6.0m	98.3m	x16.5
TOTAL	1,016.4m	5,589.1m	x5.5

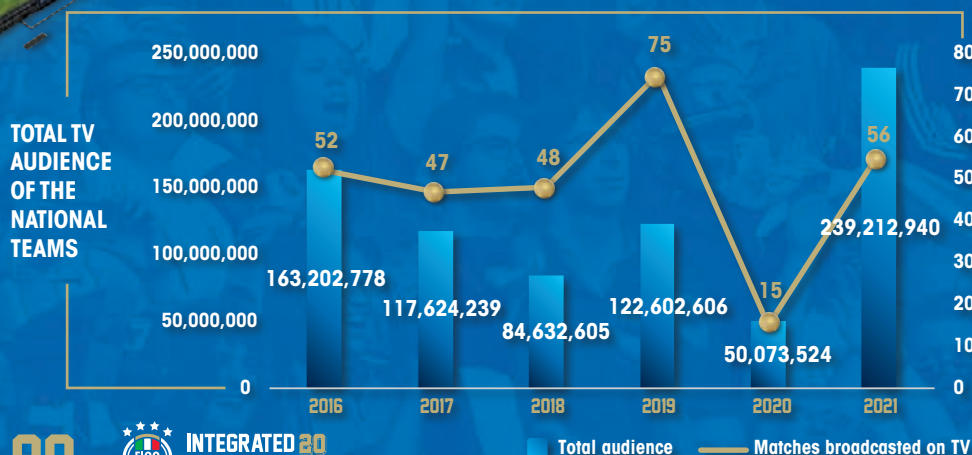
## CUMULATIVE AUDIENCE COMPARISON BY TYPE



## TV audience in ITALY

**239.2 MILLION**

TV VIEWING FIGURES PRODUCED BY THE NATIONAL TEAMS compared to 50.1 million in 2020



**90** **INTEGRATED REPORT 2021**

## TOTAL TV AUDIENCE IN 2021

	Game broadcast	Total audience
Men's A National Team	19	200,277,205
Women's A National Team	9	4,054,914
Men's U21 National Team	10	12,788,078
Other National Teams	18	488,114
Special RAI contents (Sogno Azzurro and others)		21,604,629
TOTAL	56	239,212,940

⊗ The seven Italy matches at UEFA EURO 2020 were the top seven most-watched TV programmes in 2021.

⊗ The average viewing figure for the Men's National Team matches at UEFA EURO 2020 is five times greater than that for the biggest non-football sports event in 2021.

⊗ The final between Italy and England at Wembley had 20.6

million viewers glued to their screens (a share of 83.58%), making it the 28th most-watched TV event ever in Italy and the most-watched programme in Italy since 2012, setting a new all-time streaming record for any type of programme in Italy.

⊗ The 50 most-watched TV programmes of all time in Italy are all football matches, and 47 of these are Italy games.



## SOCIAL MEDIA

IN 2021, THE AGGREGATE NUMBER OF FANS AND FOLLOWERS OF THE NATIONAL TEAMS' SOCIAL-MEDIA ACCOUNTS SURPASSED

**12.9 MILLION** (60% coming from abroad)

THIS IS AN INCREASE OF 35.1% ON 2020 AND 149.4% COMPARED TO 2015.

**124.7 MILLION**

FANS AND FOLLOWERS on the social media accounts of the players called up for Men's A and U21 National Teams (+ 60% compared with 2020)

**255,077**

REGISTERED IN THE FIGC CRM DATABASE (+ 32% compared to 2020), of which 43% under 34 and 30% from abroad

**133.103**

SUBSCRIBERS TO THE FIGC NEWSLETTER (+ 23% compared to 2020), with 40% under 34 and 13% from abroad

## SPORTS BETTING












The **19 matches** played by the **Men's A National Team** in **2021** produced an average collection of nearly **€ 8.1 million per match** (with an average tax revenue of € 0.2 million), compared to 2.2 million per match in 2020. This compares with 0.4 million per match produced by the Basketball National Team and 0.2 million per match by the Volleyball National Team.

### NATIONAL TEAMS: BETTING AND TAX REVENUE IN 2021

Team	Matches analysed in 2021	Total collection	Total tax revenue	Average collection per match	Average tax revenue per match
 Football National Team	19	€ 154,813,500	€ 4,692,637	€ 8,148,079	€ 246,981
 Basketball National Team	7	€ 2,513,270	€ 76,181	€ 359,039	€ 10,883
 Volleyball National Team	6	€ 1,320,262	€ 40,019	€ 220,044	€ 6,670

The **UEFA EURO 2020 final between Italy and England** was the match with the biggest collection from betting in the history of Italian sport: **€ 30.8 million**. The semi-final against Spain produced the third-highest collection (€ 23.9 million), the last-16 tie against Austria the sixth-highest (€ 17.7 million) and the quarter-final against Belgium the 15th-highest (€ 14.8 million).

### COMPARISON OF FANS AND FOLLOWERS ON FIGC'S OFFICIAL PROFILES

	31-12-2015	31-12-2016	31-12-2017	31-12-2018	31-12-2019	31-12-2020	31-12-2021	Absolute variation 2015-2021
 Nazionale Italiana di Calcio	4,104,640	5,057,057	5,019,200	4,961,120	4,920,609	4,872,124	5,206,126	+1,101,486
 @Vivo_Azzurro (Italian)	431,013	515,234	640,544	663,011	692,300	718,597	885,814	+454,801
 @azzurri (English)	343,100	427,194	495,814	518,710	542,100	586,350	761,092	+417,992
 @azzurri (Arabic)							33,431	+33,431
 @azzurri	263,712	885,322	1,291,978	1,850,400	2,610,851	2,895,844	5,359,121	+5,095,409
 @azzurri (Arabic)							13,761	+13,761
 Azzurri (Chinese)							21,000	+21,000
 FIGC Vivo Azzurro	47,490	107,495	150,605	187,100	251,000	286,000	414,000	+366,510
 Nazionale Femminile					73,476	76,215	85,965	+85,965
 @AzzurreFIGC					21,800	24,656	28,397	+28,397
 @azzurrefigc					118,000	119,466	133,667	+133,667
<b>TOTAL</b>	<b>5,189,955</b>	<b>6,992,302</b>	<b>7,598,141</b>	<b>8,180,341</b>	<b>9,230,136</b>	<b>9,579,252</b>	<b>12,942,374</b>	<b>+7,752,419</b>

### HIGHLIGHTS 2021

**10,953**  
POSTS

**1,802,798,410**  
VIEWS

**1,345,543**  
COMMENTS

**1,302,450,357**  
TOTAL REACH

**1,403,489**  
SHARES

**136,552,190**  
ENGAGEMENTS

**39 MILLION** VIEWS WERE RECORDED ON THE ITALIAN NATIONAL TEAMS' OFFICIAL YOUTUBE CHANNEL (VIVO AZZURRO) IN 2021, AN INCREASE OF APPROXIMATELY 35 MILLION COMPARED TO 2020.



# INTEREST IN ITALIAN NATIONAL TEAMS

## COMPARISON OF INTEREST IN ITALIAN NATIONAL TEAMS



## HIGHLIGHTS

**MEN'S A NATIONAL TEAM** continues to increasingly represent the passion of Italians: **interest reaches 58% of the Italian population over 18 in 2021** (compared to 43% of the European average) **and 80% of the cluster of those interested in football**, up from 78% in 2019. The impact of the victory at the 2020 European Championship consolidated the fan base (despite the impact of COVID-19) and led to a significant growth of the younger age group (18-24 years, from 53% in 2019 to 60% in 2021).

**WOMEN'S A NATIONAL TEAM** continues **the important upward trend** in the level of interest, which rose **from 12% in 2016 to 27% in 2021** (compared to a European average of no more than 14%), while interest among football fans rose from 16% to 35%.

**38% OF FOOTBALL FANS** have seen at least 2 matches of the Italian National Team at the stadium, while 11% have seen more than 11.

**THE FIGC CHANNEL MOST USED** by football fans to follow the National Teams are the **Facebook profile (28%)**, followed by **YouTube (26%)**, **Instagram (22%, up sharply from 8% in 2019)** and the **FIGC website (21%)**.



## THE 50 MOST WATCHED TELEVISION PROGRAMMES IN THE HISTORY OF ITALIAN TELEVISION



RANK	PROGRAMME	DATE	CHANNEL	AUDIENCE (IN MILLIONS)	SHARE
1	Football – World Cup 1990 Italy v Argentina	03/07/1990	Rai	27.5	87.25%
2	Football – World Cup 2006 Italy v Germany	04/07/2006	Rai/Sky	26.0	87.10%
3	Football – World Cup 2006 Italy v France	09/07/2006	Rai/Sky	25.9	91.10%
4	Football – World Cup 1994 Italy v Bulgaria	13/07/1994	Rai	25.9	85.82%
5	Football – World Cup 1990 Italy v United States	14/06/1990	Rai	25.7	81.60%
6	Football – World Cup 1990 Italy v Uruguay	25/06/1990	Rai	25.3	79.85%
7	Football – World Cup 1990 Italy v Czechoslovakia	19/06/1990	Rai	25.3	77.85%
8	Football – World Cup 1994 Italy v Brazil	17/07/1994	Rai	24.9	86.73%
9	Football – World Cup 1990 Italy v Austria	09/06/1990	Rai	23.9	76.85%
10	Football – World Cup 1994 Italy v Mexico	28/06/1994	Rai	23.9	85.55%
11	Football – World Cup 2002 Italy v South Korea	18/06/2002	Rai	23.8	89.05%
12	Football – World Cup 1998 Italy v Cameroon	17/06/1998	Rai	23.7	74.90%
13	Football – EURO 2008 Italy v France	17/06/2008	Rai	23.5	74.10%
14	Football – World Cup 2006 Italy v Ghana	12/06/2006	Rai/Sky	23.5	74.50%
15	Football – World Cup 1994 Italy v Nigeria	05/07/1994	Rai	23.4	84.68%
16	Football World Cup 2006 Italy v Ukraine	30/06/2006	Rai/Sky	23.2	83.70%
17	Football – World Cup 1990 Italy v Republic of Ireland	30/06/1990	Rai	22.9	81.15%
18	Football – World Cup 2002 Italy v Mexico	13/06/2002	Rai	22.8	86.34%
19	Football – EURO 2012 Italy v Spain	01/07/2012	Rai	22.8	81.66%
20	Football – World Cup 1994 Italy v Norway	23/06/1994	Rai	22.5	80.08%
21	Football – EURO 1996 Italy v Germany	19/06/1996	Rai	22.4	76.46%
22	Football – EURO 2008 Italy v Spain	22/06/2008	Rai	22.2	80.50%
23	Football – World Cup 2006 Italy v United States	17/06/2006	Rai/Sky	21.8	78.70%
24	Football – EURO 2004 Italy v Bulgaria	22/06/2004	Rai	21.4	71.25%
25	Football – EURO 2000 Italy v France	02/07/2000	Rai	21.3	81.10%
26	Football – World Cup 2010 Italy v Paraguay	14/06/2010	Rai/Sky	21.3	71.30%
27	Football – World Cup 1994 Italy v Spain	09/07/1994	Rai	20.7	85.18%
28	Football – EURO 2020 Italy v England	11/07/2021	Rai/Sky	20.6	83.58%
29	Football – World Cup qualifier 1994 Italy v Portugal	17/11/1993	Rai	20.4	59.57%
30	Football – World Cup qualifier 1998 Italy v Russia	15/11/1997	Rai	20.3	67.12%
31	Football – UEFA Champions League Juventus v AC Milan	28/05/2003	Canale 5	20.2	67.97%
32	Football – World Cup 1998 Italy v France	03/07/1998	Rai	20.2	84.04%
33	Football – World Cup 1994 Italy v Republic of Ireland	18/06/1994	Rai	20.1	76.59%
34	Football – EURO 2012 Italy v Germany	28/06/2012	Rai	20	68.42%
35	Football – World Cup 1990 Italy v England	07/07/1990	Rai	20	81.09%
36	Football – EURO 2004 Italia- Sweden	18/06/2004	Rai	19.9	71.93%
37	Football – EURO 2020 Italy v Spain	06/07/2021	Rai/Sky	19.8	76.90%
38	Football – World Cup 2002 Italy v Croatia	08/06/2002	Rai	19.8	90.61%
39	Football – EURO 2016 Italy v Germany	02/07/2016	Rai/Sky	19.7	78.79%
40	Football – UEFA Champions League AC Milan v Steaua Bucharest	24/05/1989	Rai	19.7	70.97%
41	Football – World Cup 2006 Italy v Australia	26/06/2006	Rai/Sky	19.2	88.70%
42	Football – World Cup 1998 Italy - Norway	27/06/1998	Rai	19.2	85.20%
43	Football – UEFA Champions League Juventus v Ajax	22/05/1996	Canale 5	19	65.89%
44	Football – EURO 2016 Belgium – Italia	13/06/2016	Rai/Sky	19	64.50%
45	Football – EURO 2000 qualifier Italy v Wales	05/09/1998	Rai	18.9	52.46%
46	Football – EURO 1988 Italy v URSS	22/06/1988	Rai	18.9	73.46%
47	Football – World Cup 2002 Italy v Ecuador	03/06/2002	Rai	18.9	81.33%
48	Football – World Cup 2014 Italy v Uruguay	24/06/2014	Rai/Sky	18.8	79.87%
49	Football – EURO 2000 Italy v Netherlands	29/06/2000	Rai	18.7	80.27%
50	Football – World Cup 2014 Italy v Costa Rica	20/06/2014	Rai/Sky	18.5	78.48%



## 4.2 FOOTBALL DEVELOPMENT ACTIVITIES DEVELOPING YOUTH FOOTBALL

Youth activity encompassed over

# 700,000

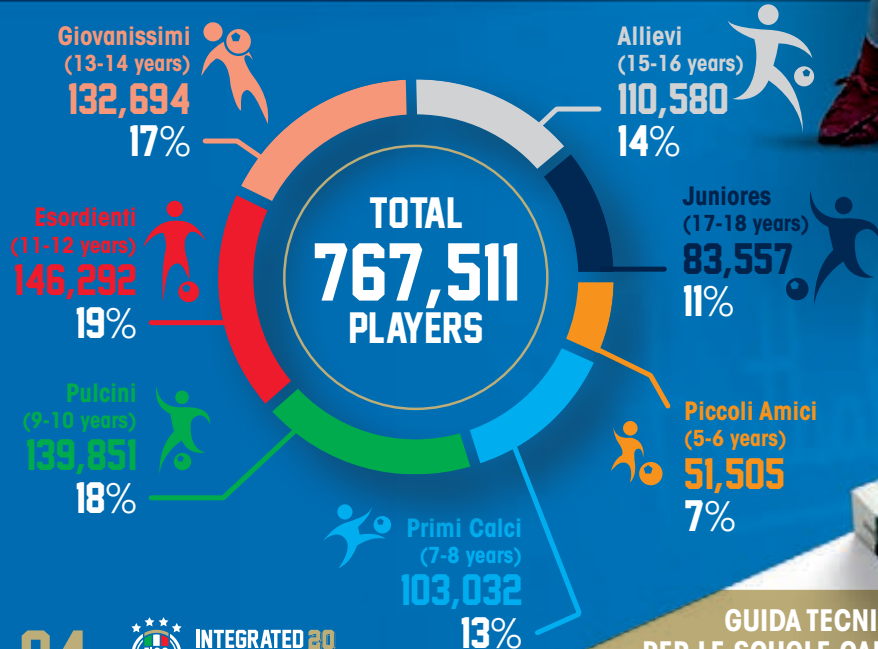
**BOYS AND GIRLS  
REGISTERED WITH FIGC**

and continued to be an asset of strategic importance in 2021.



### GRASSROOTS ACTIVITY

The **Grassroots Activity** organized throughout the national territory on a strictly local basis, has a promotional, playful and educational character and is aimed at membership aged between 5 and 12 years, divided into the categories Piccoli Amici, Primi Calci, Pulcini and Esordienti. In this context, various sporting initiatives are developed such as the U12 Women's tournaments, U13 Fair Play Élite and U13 Fair Play and the Grassroots Festival.



### DEVELOPMENT OF CLUB QUALITY SYSTEM

# 592



## SCUOLA CALCIO

SETTORE GIOVANILE E SCOLASTICO

All clubs carrying out youth activities for the FIGC can activate a Football School official, in compliance with the criteria and requirements from the Youth and School Sector.

# 696



## SCUOLA CALCIO ÉLITE

SETTORE GIOVANILE E SCOLASTICO

To better qualify and enhance the Football Schools, the Youth and School Sector has established the Élite qualification: an official recognition obtained by sports clubs following compliance with certain additional requirements.

# 5,324

### GRASSROOTS FOOTBALL CENTRES



## EVOLUTION PROGRAMME



FEDERAZIONE ITALIANA GIOCO CALCIO  
SETTORE GIOVANILE E SCOLASTICO

*evolution*  
programme

The **Evolution Programme** is the **Territorial Development Programme**, coordinated by the Youth and School Sector, whose primary objective is to structure a **technical training course sports and educational** aimed at the territory and all those involved in the growth of male and female players: technicians, managers, coaches, parents

### LOCAL DEVELOPMENT CENTRES POSITION STRATEGIC

MEN'S U15 AND WOMEN'S U16  
NATIONAL TEAMS

MEN'S U15 REGIONAL TEAMS AND  
WOMEN'S U15 LOCAL SELECTION

LOCAL DEVELOPMENT CENTRES  
MEN'S U14 - MEN'S U13 -  
WOMEN'S U15

SPONSORS  
INVOLVED



CULTURAL  
PRINCIPLES

TRAININGS

TECHNICAL  
TRAINING

MEDICAL AND  
PHYSICAL TESTS

REFERENCE  
POINTS IN  
THE TERRITORY

FOOD  
EDUCATION

### PROXIMITY TO PEOPLE *territoriality*



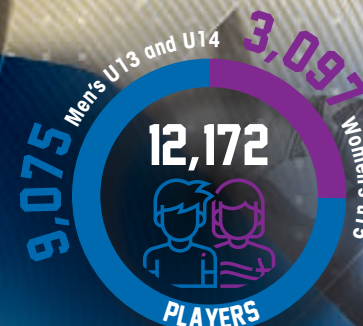
**BETWEEN WORKOUTS  
AND TRAINING MEETINGS  
THAT INVOLVED ABOUT 40,000** registered  
members, in addition to the **1,600** collaborators  
SGS involved in the activity of FTCs throughout the  
territory national, composing one of the greatest  
dedicated voluntary structures in the country to  
youth training and education:

**799** trainings at the FTCs

**3,126** Men's U14, Women's U13  
and U15, from **1,014** clubs

**600** training moments between  
workshops and other online  
meetings

**2,388** training sessions at clubs  
of the territory, which involved **440**  
clubs and **66,967** members



who trained at a Federal Technical  
Centres from the 2015-2016 season  
to the season 2020-2021

### INTEGRATED METHODOLOGY

*staff*



**700**

**STAFF MEMBERS**

(between technical, organizational,  
psychologists and health care staff)

**440**

**CLUB  
INVOLVED**

An integral part of the work programme is the  
intense **training activity** held alongside the  
training sessions, which comprises **numerous**  
**meetings, seminars and workshops** of an  
educational nature, covering **regulation,**  
**behaviour, nutrition** and **psychology.**

INTEGRATED **2021**  
REPORT



**95**



## RESULTS ACHIEVED BY THE FIGC EVOLUTION PROGRAMME

Call-ups to the Youth National Teams and transfers to professional clubs.



### CALL-UPS TO THE YOUTH NATIONAL TEAMS (2020-2021)

#### MEN'S NATIONAL TEAMS

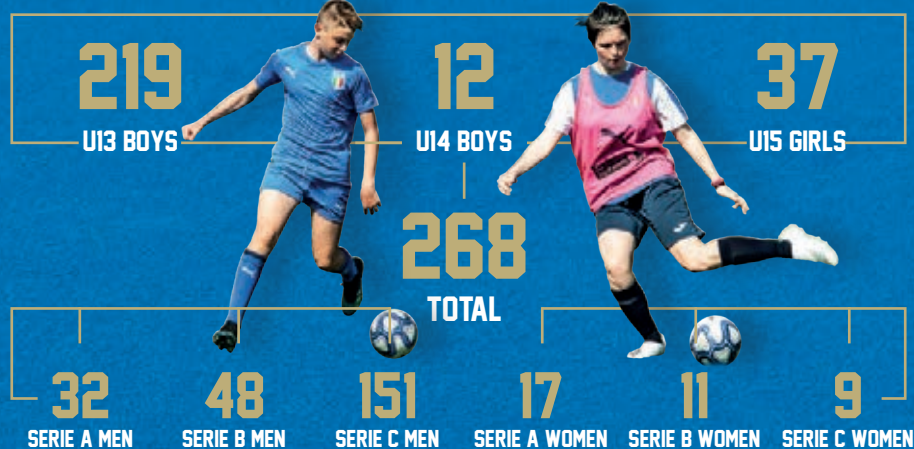
**7 PLAYERS OUT OF 43 CALLED UP** to the U16 National Team **HAVE COME THROUGH FIGC FEDERAL TECHNICAL CENTRES (FTCs)**



#### WOMEN'S NATIONAL TEAMS

**66% OF THE GIRLS CALLED UP** to the U19 Women's National Team **CAME THROUGH THE FTCs** (29 out of 44); **34 OUT OF 35 PLAYERS CALLED UP** to the U17 Women's National Team **CAME THROUGH FTCs**

In the 2020-2021 season, **a total of 268 male and female players** who came through FTCs moved to professional clubs



FEDERAZIONE ITALIANA GIUOCO CALCIO  
SETTORE GIOVANILE E SCOLASTICO  
**evolution**  
programme

in collaborazione con  
**YOUCoach**

### DIGITALISATION PROGRAMME

YouCoach was chosen to set in motion the complete digitalisation of the Evolution Programme. YouCoachApp was used as the reference tool, which allowed for exercises and training sessions to be created, shared and reviewed online.



FEDERAZIONE ITALIANA GIUOCO CALCIO  
SETTORE GIOVANILE E SCOLASTICO  
**evolution**  
programme



in collaborazione con  
**YOUCoach**



This enabled the 70 Local Development Areas and over 400 Football Schools involved to be connected online, so that technical expertise could be shared to the over 10,000 registered coaches.



## SCHOOL ACTIVITY: THE FIGC-MINISTRY OF SCHOOLS FRAMEWORK SCHEME

VALORI rete



Ministero dell'Istruzione



SEZIONE SCOLARE E SCOLASTICA

With the aim of promoting sport within the Educational Institutions, the Youth and School Sector has developed the framework project **Valori in Rete (Values Online)**. A plan of educational activities, carried out in collaboration with the Ministry of Education, involving students, teachers and parents of schools of all levels of the entire national territory, from kindergarten to the secondary school of grade I and II through a project of great social impact to **PROMOTE FOOTBALL AND RAISE AWARENESS OF RESPECT, PROPER CHEERING AND INCLUSION.**



**1,315**  
SCHOOLS



**78,715**  
STUDENTS



**981**  
TEACHERS

VALORI rete  
SENZA FRONTIERE  
FIGURES

project developed  
following the impact of the  
health emergency



**5,745**  
TECHNICAL-SPORT  
CHALLENGE



**255**  
RAP  
CHALLENGE



**69**  
SHORT  
STORIES



**118**  
QUIZ - RULES  
OF FOOTBALL

UNO 2UE  
CALCIA

**20**  
SCHOOLS  
KINDERGARTENS



GIOCO  
CALCIANDO

**680**  
PRIMARY  
SCHOOLS



**259**

SECONDARY  
SCHOOLS  
OF 1<sup>ST</sup>  
DEGREE



**242**

SECONDARY  
SCHOOLS  
OF 1<sup>ST</sup> DEGREE



**100**

SCUOLE  
SECONDARIE  
2<sup>ND</sup> DEGREE



CHAMPIONSHIPS

**15**

COURSES FOR  
SCHOOLS  
REFEREE



Numbers that place the  
FIGC among the leading  
sports organizations in  
the country as regards  
the involvement of young  
people in schools

Data update at sport  
season 2020-2021

INTEGRATED 20  
REPORT 21



**97**



## YOUTH COMPETITIONS



**U18**

SERIE A  
and SERIE B

**U17**

SERIE A  
and SERIE B

**U16**

SERIE A  
and SERIE B

**U15**

SERIE A  
and SERIE B

**U17**

SERIE C

**U16**

SERIE C

**U15**

SERIE C

### SERIE A, SERIE B AND SERIE C NATIONAL CHAMPIONSHIPS



**7,025**  
PLAYERS  
INVOLVED



**281**  
PROFESSIONAL  
CLUBS



ALMOST  
**2,000**  
CLUB OFFICIALS,  
COACHES AND STAFF



**1,022**  
PLAYED  
MATCHES

● In June 2021, the 2021 National Finals of the Under-18 and Under-17 Youth Professional Championships were held in Ravenna and Cesena.

● The competitions were able to produce a significant level of interest: in the National Finals were recorded almost 51,000 viewers (SkySport, with a reach exceeding 685,000), with 2,406 like and over 140,000 people reached on social media (Facebook and Instagram).

**98**



INTEGRATED **20**  
REPORT **21**

## WOMEN'S ACTIVITY



The Youth and School Sector is engaged in the development of the women's movement through local, regional and national events involving young members of the territory of all age groups. A program dedicated to the technical and training growth strictly shared with the Club Italia of the FIGC to promote a direct connection between the clubs and the Youth National Teams

### WOMEN'S U.12

The Danone Nations Cup is the most important tournament in the world reserved for young male and female players Under 12 of the professional clubs of A and B, Series A and Series B female clubs of the LND and Élite Football Schools engaged in the development of the Female Activity. An event launched in Italy by the FIGC Youth and School Sector in 2016, with a regional, interregional and national format, with the winning club that has access to the next international phase.



**DANONE NATIONS CUP: THE WORLD'S LARGEST UNDER-12 YOUTH FOOTBALL TOURNAMENT WITH 2.5 MILLION ATHLETES BETWEEN 10 AND 12 YEARS INVOLVED SINCE 2000**



**90**  
REGISTERED  
TEAMS



### WOMEN'S U.15 AND U.17

In the 2017-2018 sports season the Youth and School Sector has established the Under 15 and Under 17 Women's Championships, two events reserved for young women players of all clubs, with the aim of increasing the comparison between the members and encouraging a technical and training growth



**205**  
REGISTERED  
TEAMS



**95**  
REGISTERED  
TEAMS





## WOMEN'S CALCIO+ 15

Technical training program aimed at young Under 15 women players of all clubs:

- ☉ Training under the guidance of federal technicians
- ☉ Synergy with the Club Italia of the FIGC
- ☉ Training sessions on health and nutrition issues
- ☉ Meetings with the staff of psychologists of the FIGC

**+900%**  
INCREASED  
NUMBER  
OF WOMEN  
PLAYERS  
WHO HAVE  
ACCESS TO  
"CALCIO+ 15"

**+150%**  
INCREASED  
NUMBER OF  
SELECTED AND  
MONITORED  
WOMEN  
PLAYERS

☉ In general terms, since the launch of the program in 2007, **80% of the girls selected** for the internship have continued their path in the **National Teams**.

☉ Also in **2020-2021**, the programme formed much of the players selected for the National Teams:

- **WOMEN'S U19 NATIONAL TEAM:** 33 called-up players, 75% of total
- **WOMEN'S U 17 NATIONAL TEAM:** 25 called-up players, 71% of total
- In the qualification path to the **European Championship 2022**, 23 girls out of the 40 called up for the official matches (excluding the stages) **have participated in the past in "Calcio+" (57.5%)**

☉ In 2021 the "Calcio+" programme of the FIGC was **recognized by UEFA among the 5 Best European Women's Football Development Projects**.



**2,180**  
WOMEN'S  
PLAYERS  
CALLED-UP

**660**  
PLAYERS  
INVOLVED IN  
THE "CALCIO+"  
PROGRAMME

**90**  
GIRLS SELECTED  
AND CONSTANTLY  
MONITORED

**36**  
YOUNG WOMEN'S  
PLAYERS NATIONAL  
TEAMS STAGE  
WU16

Data update  
at 2020-2021  
sport season

## PLAYMAKERS

In the spring of 2020, UEFA launched the first European project for girls in collaboration with Disney: the UEFA Playmakers Programme.

The FIGC through the Youth and School Sector has launched the project in Italy. The activities are aimed at girls aged 5 to 8 years who want to start their journey in the world of football.

Through adventure, storytelling and imagination and an idea of training based on Disney stories and its most famous characters, Playmakers aims to promote a healthy and active lifestyle and to excite girls and bring them closer to the game of football.



**MORE THAN  
1,000**  
GIRLS TO  
INVOLVE



INTEGRATED  
REPORT 2021



**99**



## SOCIAL RESPONSIBILITY

As part of its social **responsibility activities**, the FIGC is committed to **developing initiatives to promote inclusion through sport**. A path of national impact, that finds in the RETE!, the reference of the different projects in place for the 2021-2022 season.

Cornerstones of the Federal mission in terms of social initiatives, **Refugee Teams**, **Freed by Football** and **Zona Luce** projects, aimed at young people in conditions of hardship and marginality, with the aim of involving them in technical and training activities using football as a tool to promote integration processes.



**REFUGEE  
TEAMS!**

Launched in 2015 in collaboration with the Ministry of the Interior and the ANCI and aimed at young people welcomed in the SAI projects (Reception and Integration System), in the reception facilities, in the communities of Accommodation and Family Homes present throughout the national territory.



**3,900**  
GUYS  
INVOLVED  
IN 7 YEARS



**FREED  
BY  
FOOTBALL**

Developed since 2019 by the Juvenile Court of Reggio Calabria and the FIGC and aimed at young people under the Institute of Testing, unaccompanied foreign minors and minors raised in mafia families or in contexts of socio-family deprivation.



Started in 2020 thanks to the collaboration between the FIGC and the Scholas Occurrentes Foundation and intended for prison police operators and young people detained in juvenile prisons throughout the national territory.

**INTERVENTIONS CARRIED OUT IN 3 JUVENILE PRISONS IN 2021 (Nisida - Naples, Casal del Marmo - Rome and Ferrante Aporti - Turin), with the development of sports activities and 30 training meetings**

**100** **INTEGRATED 20  
REPORT 21**

## CHILD PROTECTION

The SGS has expanded its commitment to the **protection of minors** by integrating national experience in the path traced by FIFA, UEFA and Terre des Hommes, with the creation of the web portal [www.figc-tutelaminori.it](http://www.figc-tutelaminori.it).



Launch of the **training program** for 1,600 technical and organizational collaborators of the Youth and School Sector to promote awareness, training and deepening of a very important issue.

Introduction of the specific figure of the **Delegate to the Protection of Minors** at the clubs, as part of the recognition system of the Élite Football Schools of the national territory. A total of 196 Football Schools have joined the qualifying project in the field of child protection.



## FIGHT AGAINST BULLYING



FIGC supported the **First National Day of Sport against Bullying**, launched by the "Mabasta" ("That's enough") movement, promoter of the "1000 to 0 - Sport Vince Bullismo Perde" (Sport Wins, Bullying loses) project, collaborating to create an awareness campaign.

Launch of a collaboration with **Convy School** and implementation of the "Un calcio al bullismo" (Kick out bullying) project for children aged 9 to 18, with the aim of offering students the opportunity to adopt a protocol of six actions to defend themselves or their peers from this growing problem.

Information activities were also planned at schools (for students, teachers, anti-bullying officers, directors) and training activities for teachers (MabaProf) and certain students.

Launch of the Convy School app, designed with the support of psychologists, psychotherapists and school leaders to combat bullying and cyberbullying and to help students, their families and educational institutions in dealing with bullying and cyberbullying.





## TRAINING ACTIVITIES

**SGS Academy Programme:** path intended for the different categories of people who work in the Italian youth movement on a daily basis, aimed at providing the skills and tools necessary for practising sport the right way.

Thanks to the programmes launched by the Technical Sector and the Youth and Schools Sector, since 2011 FIGC has been committed to **providing appropriate qualifications for coaches involved in youth football, in line with the provisions of the UEFA Grassroots Charter.**

In **2020-2021**, **72 UEFA C Courses** were organised, which allowed **3,447 coaches** to obtain **qualifications to lead** youth teams for players aged 5 to 17 years, in youth-only clubs, amateur and professional clubs.

The Youth and Schools Sector runs **courses for coaches without a "Level E" FIGC qualification ("Entry Level" Courses, about 80 carried out each year)** – who constitute a very large number – to raise awareness among all adults working with young people about obtaining their own training and qualification.

The Youth and Schools Sector has developed **3 different programmes for coaches** (closely linked to UEFA-C Courses), **Football School and Youth Academy managers, teachers and coaches** engaged in the **training and promotion of football at school.**

Creation of the **FIGC Youth Lab.** An laboratory for innovation (and training in innovation) dedicated entirely to youth football, which took the form of a series of **10 webinars** on youth leadership for under 30s, who collaborated with FIGC Youth and Schools Sector regional coordinators.

**Training and refresher meeting** with the directors of Serie A, Serie B and Lega Pro clubs' youth teams for the 2020-2021 season.

The Development of **Women's Activities and Futsal** webinar looked closely at the philosophy, commitment and activities with which the Youth and Schools Sector contributes to developing these activities, which are constantly growing and have much scope for further growth.

Organisation of other **courses** and **webinars** to convey the values of sport and football, with the involvement of some big names from the game.



## COVID-19 IMPACT MANAGEMENT

Health protocols were defined so that training and competitions could be resumed. The documents set out the rules to safeguard the health of players, those working at the facilities used and everyone else where grassroots and sports activities in general take place.

Between the end of 2020 and the beginning of 2021, FIGC and PUMA, technical sponsor of the National Teams, decided to donate free sports equipment kits to over 800 youth football teams located throughout the country.

Registration fees that clubs would have had to pay to participate in the 2020-2021 youth academy championships run by the Regional Committees of the LND were cancelled.

Start the organization of "Test matches" in the National Youth Championship, with a view to a gradual and safe recovery of the activity of national interest, according to certain guidelines. Between January and April 2021 a total of 245 matches were played (152 at Serie A and B level, 34 in Serie C and 59 mixed).

Gradual resumption of official competitions (and change of formats to allow the conclusion of the season), starting with the U18 Serie A and Serie B National Youth Championship (February 2021); other youth professional competitions gradually resumed: the U17 Serie A and Serie B championships started again in April, together with the U17 Serie C National Youth Championship.

In May 2021, with a view to a gradual resumption of regular football activities, the Youth and Schools Sector launched the **Grassroots Challenge** for grassroots football clubs. Over 1,500 youth teams got involved and were thus able to put to good use what they learned during the period the season when only individual training sessions could be carried out. The top three teams in the final ranking on a national level of each category received 20 FIGC sports kits.

The main change was the introduction of tournaments at the end of the 2020-2021 season that enabled youngsters to continue playing in the same age group the following season (2021-2022), without having to change age group as per the regulations.

In July 2021, the Youth and Schools Sector officially inaugurated events related to the 2021-2022 season. In particular, **registrations opened for the U17 and U15 Women's Championships and the U14 and U13 Pro, Elite and Futsal Elite Tournaments.**





## OTHER YOUTH FOOTBALL DEVELOPMENT ACTIVITIES

### YOUTH FUTSAL

- ✪ In October 2021 the National Futsal Tournament for U13s was established, consisting of 40 teams from 15 different regions of Italy. During the year the new U13 Futsal Élite National Tournament was also held.
- ✪ Thanks to the new Futsal technical development programme, games were devised that took place before matches between participating teams, thus launching the new programme of Futsal Challenge competitions.
- ✪ The purpose of the activity was to bring together Élite Futsal Schools, Élite Football Schools and professional clubs interested in developing Futsal activities.
- ✪ The new Emilia-Romagna Arena in Salsomaggiore Terme hosted the event, becoming the centre of Italian Futsal for the 2021-2022 season. Every weekend the Futsal Division staged a Futsal Serie A match and a Women's Futsal Serie A match, which were broadcast live on Sky Sport.
- ✪ The facility was the setting for further Youth and Schools Sector events scheduled for November, such as the FUTSAL+ training camp, a technical and educational gathering involving the best young players at U17 and U15 level.



### YOUTH BEACH SOCCER

- ✪ In August 2021 the Youth and Schools Sector formalised the introduction of Youth Beach Soccer (5-18 years), a discipline that over the years has established itself through the championship promoted by the National Amateur League and the international activity carried out by Club Italia with the Beach Soccer National Team.
- ✪ Dedicated beach football schools were set up with the inclusion of this discipline at grassroots level.
- ✪ The goal was to set up training opportunities for younger boys and girls, to introduce them to the specificities of playing football on sand and aid their development, so as to progressively expand the pool of players available for the National Teams.



### UEFA EURO 2020

- ✪ Among the side events connected to UEFA EURO 2020, sports activities were organised in Rome as part of the schedule of activities at the UEFA EURO 2020 Football Village in Piazza del Popolo and at Casa Azzurri. Further activities were run as part of the UEFA Football in Schools programme: 21 Italian schools registered and were asked to create their own video content in the form of physical and educational challenges.







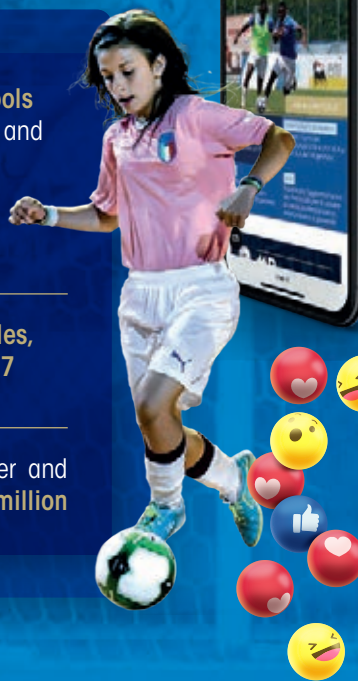
## EUROPEAN WEEK OF SPORT

- Support was offered at the European Week of Sport in September 2021; an integral part was the National Phase of the Refugee Teams Network Project, a social initiative aimed at foreign minors in Italy with the participation of about 1,300 children and 116 reception centres.



## COMMUNICATION MANAGEMENT

- People involved: **FIGC Press Office + Youth and Schools Sector + 40 volunteers** to update the Regional Youth and Schools Sector pages on the various platforms.
- 62 different web and social media channels** on a national and regional level.
- Website: **431 national articles, 2,700 regional articles, 890 press releases, 270 media galleries, 2,920,717 views, 1,075,530 sessions and 606,105 users.**
- Social media activities (Facebook, Twitter and Instagram): **3,735 posts, almost 3.2 million views and over 600,000 interactions.**





## TECHNICAL TRAINING ENHANCEMENT

104,878

QUALIFIED FIGC  
TECHNICAL STAFF  
IN 2020-2021  
(+6.1% COMPARED  
TO 2019-2020)



TECHNICAL SECTOR:  
COURSES IN 2021

26,492  
COACHES



+7.3%

732  
DOCTORS



+20.8%

29,089  
REGISTERED  
COACHES  
(-0.3%)



-1.3%

+9.1%

1,191  
HEALTH  
PROFESSIONALS



674  
ATHLETIC  
TRAINERS

5,829 COACHES QUALIFIED IN 2021  
(+2.9% compared to 2020) across 140 training programmes

€ 1.8M  
COURSE  
INVESTMENT  
(2021)

€ 4.8M  
REVENUE GENERATED BY  
EDUCATIONAL ACTIVITIES  
(+€ 0.1m compared to 2020)

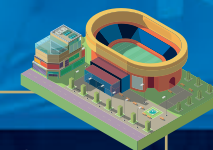


## TRAINING ACTIVITIES: KEY DEVELOPMENTS IN 2021

- Introduction of online courses in order to avoid interruptions to teaching even when the health crisis was at its worst.
- New combined UEFA A and B course, for "very experienced professional players" (210 hours of lessons).
- New UEFA A course for technical staff at clubs in the men's and women's leagues.
- First UEFA GK A course in Italy: training course organised on a European level specifically for goalkeeping coaches.
- First course for coaches of disabled players, organised in collaboration with the Paralympic and Experimental Football Division and implemented by the Italian Coaches' Association (100 hours of lessons).
- New Football Management training course, organised in partnership with SDA Bocconi School of Management: 144 hours of lessons, divided into four modules (Football Business, Human Capital, Finance and Strategy, Sustainability).

## Governance and regulations

- Demetrio Albertini was confirmed as President of the Technical Sector. In September 2021, the first Executive Council for the new four-year term was held in Coverciano.
- The FIGC Council approved amendments to the Technical Sector Regulations with the aim of harmonising the entire regulatory framework, updating it to reflect the changes that have taken place over recent years. Financial help was also provided to facilitate registrations.



## DEVELOPING THE SCIENTIFIC DIMENSION

- Publication of the **Technical Sector Newsletter** along with many other **technical and scientific studies**.
- Scientific research activities on football and dissemination through the **Laboratory on Training Methodologies and Biomechanics**.

## OTHER ACTIVITIES

Organisation of **Panchina d'Oro (Gold Bench)**, a yearly event to celebrate Italian excellence in coaching.

During the year, the winners were announced for the futsal Gold (for Men's Serie A) and Silver (for Women's Serie A) Bench, as well as the **Cronometro d'oro** (Gold Stopwatch) to recognise the best trainers in the professional leagues.



53	D Licence Courses (1,828 participants)	1	Course for Scouts (46)
3	Futsal Courses (92)	1	Course for Sports Directors (41)
1	Top-level Futsal Course (26)	1	Football Management Course Technical Sector/Bocconi University (34)
72	UEFA C Courses (3,447)	2	Courses for Athletic Trainers (94)
1	UEFA Pro Master Course (25)	2	C/D Combined Courses (80)
1	Course for Match Analysts (42)	2	UEFA A Courses (74)

104 INTEGRATED <sup>20</sup>REPORT <sup>21</sup>







## MATCH OFFICIALS' ACTIVITY

**30,856**

REFEREES  
REGISTERED FOR THE  
FIGC IN 2020-2021  
(COMPARED TO 30,861 IN  
2019-2020), INCLUDING:

**29,074**  
MEN

**1,782**  
WOMEN  
(Italy second in  
Europe for the  
number of female  
referees)

### 2021 ACTIVITY STATS: APPOINTMENTS



**164,483**

OFFICIAL MATCHES  
WITH A REFEREE  
(+37.1% compared  
to 2020)

**52,886**  
ASSISTANT REFEREE  
APPOINTED  
(+57.4%)

**178,436**  
FULL REFEREES  
APPOINTED  
(+45.3%)

OTHER APPOINTMENTS:

**2,430**  
FOURTH OFFICIALS

**662**  
VARs

**43,132**  
TECHNICAL BODIES  
AND REFEREE  
SCOUTS

**106**



INTEGRATED **20**  
REPORT **21**

## 2021 HIGHLIGHTS

### ORGANISATION AND GOVERNANCE



- New Italian Referees' Association (AIA) governance established following the election of President Alfredo Trentalange, whose strategic plan is based on 4 key points: ethics, technique, organisation and humanisation.
- Amendments to the AIA regulations and the new operating rules for technical bodies, with a wider age range able to take part in courses to qualify as full referees, between 14-40 years (as opposed to 15-35 years previously); the amendments also include the possibility for young people (between 14-17 years) to be registered as both a player and a referee, while the maximum age to referee a match was increased (from 45 to 50 years).
- National Monitoring Committee (CON) established and split into Professionals and Amateurs.
- Interregional Refereeing Committee (CAI) and Serie D National Refereeing Committee (CAN D) united under CAN D, while Futsal has been split into CAN 5 Élite, which brings together Futsal Serie A referees, and CAN 5 for Serie B matches.
- Gianluca Rocchi appointed as new administrator for the National Refereeing Committee (CAN).
- Danilo Giannoccaro appointed as new coordinator of institutional relations between the National Refereeing Committee (CAN) and Serie A and B clubs, with the aim of providing information and training on regulations and VAR protocols.





## INITIATIVES TO ENCOURAGE MATCH OFFICIAL RECRUITMENT

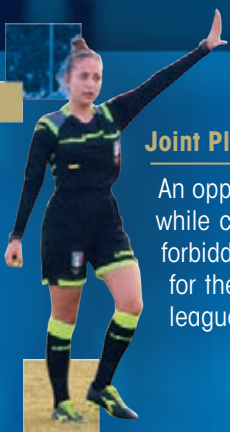


### #DiventArbitro (#BecomeAReferee) Campaign

recruitment project across main social media channels (Facebook, Instagram and YouTube) publishing videos that show refereeing activities: from training sessions and technical lessons in the classrooms to officiating matches.

**Objective:** reach young people (14+ years) in an online setting, which is now a very important means of sharing information.

A special #DiventArbitro page was created on the [www.aia-figc.it](http://www.aia-figc.it) website to provide more information and allow people to register, meaning they could leave their details to be contacted by the AIA Section closest to them.



### Joint Player-Referee Membership project

An opportunity for girls and boys aged 14-17 to become football referees while continuing to play for their club, something which was completely forbidden up until this point. Once qualified as a referee, the only exclusion for the player/referee is that they must not officiate matches within the leagues and competitions in which the club they play for is involved.

### New AIA logo

To celebrate 110 years of the Italians Referees' Association (AIA), the new official AIA logo, created by Studio FM, was launched. It represents a mixture of past, present and future; a new image to enhance the association's identity and merchandising potential, renewing the AIA's broad appeal as it brings together like-minded entities under one image and set of values.



## TRAINING OF MATCH OFFICIALS:

- In the first part of the year, this was carried out through distance learning, as was the case in 2020 to restrict the spread of the pandemic.
- The Technical Sector organised five meetings for "Talent di Calcio" (Football Talent), Futsal and Assistants, as well as the Referee Observer qualification exam.
- The second part of the year saw the return of in-person activities, initially with pre-season meetings of the National Technical Bodies in July and August (8), before going ahead with regional (20) and section (207) body meetings.
- Annual meeting on organisational and technical matters held in Coverciano between leaders of the Italian Referees' Association (AIA) and Section Presidents, in conjunction with the National Refereeing Committee meeting, to bring together insights from above and below to offer top-down training.



## OTHER ACTIVITIES

- Daniele Orsato becomes the first referee to participate in a TV programme, an important sign that match officials can take part in an open exchange with the outside world.
- Maria Sole Ferrieri Caputi became the first female referee to take charge of a competitive match involving a Serie A men's team (Cagliari v Cittadella in the Coppa Italia on 15/12/2021), while the historic official debut in the men's Serie A took place in the season 2022-2023.
- Daniele Orsato appointed as a match official for UEFA EURO 2020, along with assistants Alessandro Giallatini and Fabiano Preti; Italy was also represented by VARs Marco Di Bello, Massimiliano Irrati, Filippo Meli and Paolo Valeri, as well as assistant VARs Davide Massa and Stefano Alassio.
- Marco Guida appointed as a match official for the men's football tournament at the Tokyo Olympic Games.



# PROFESSIONAL FOOTBALL SUSTAINABILITY

## STRATEGIC FRAMEWORK



Economic and financial sustainability (including the impact of the health emergency)



Incentivisation for worthy investments in the medium and long term (sports facilities, youth academies and social activities)



International competitiveness



Transparency in ownership structures

## NATIONAL LICENSING MANUAL

Requirements for registering in professional championships in 2020-2021 (Serie A, B and C)



**OBJECTIVE:** to guarantee the timely start of the championship, anticipating the peremptory terms of performance of the obligations

### ORGANISATIONAL AND SPORTS CRITERIA



- ⊕ Introduction of regulation for developing youth women's football
- ⊕ Creation of a range of age categories for girls at all professional clubs
- ⊕ Attendance at training courses by managerial staff



### INFRASTRUCTURAL CRITERIA

- ⊕ Raising the quality standards of stadiums
- ⊕ Objective: reaching compliance with the parameters indicated by UEFA



### LEGAL AND FINANCIAL CRITERIA

- ⊕ Adaptation of the National Licensing system in relation to the impact of COVID-19 (from admissions 20-21)
- ⊕ Postponement of deadlines and rescheduling of obligations

## TRAINING OF MANAGERIAL STAFF



- ⊕ FIGC Sport Directors and Managers Committee activities: 4 training and refresher sessions for professional administrative staff in the National Licensing System.

## NATIONAL LICENSING: OTHER TRAINING PROGRAMMES



- ⊕ Training courses for delegates/deputy delegates for the event management of professional clubs
- ⊕ Training programmes on health issues and anti-doping
- ⊕ Updating meetings dedicated to the heads of administration, finance and control and the General Secretaries
- ⊕ Training courses for managers of youth sector of professional clubs





## NATIONAL LICENSING: RESULTS ACHIEVED

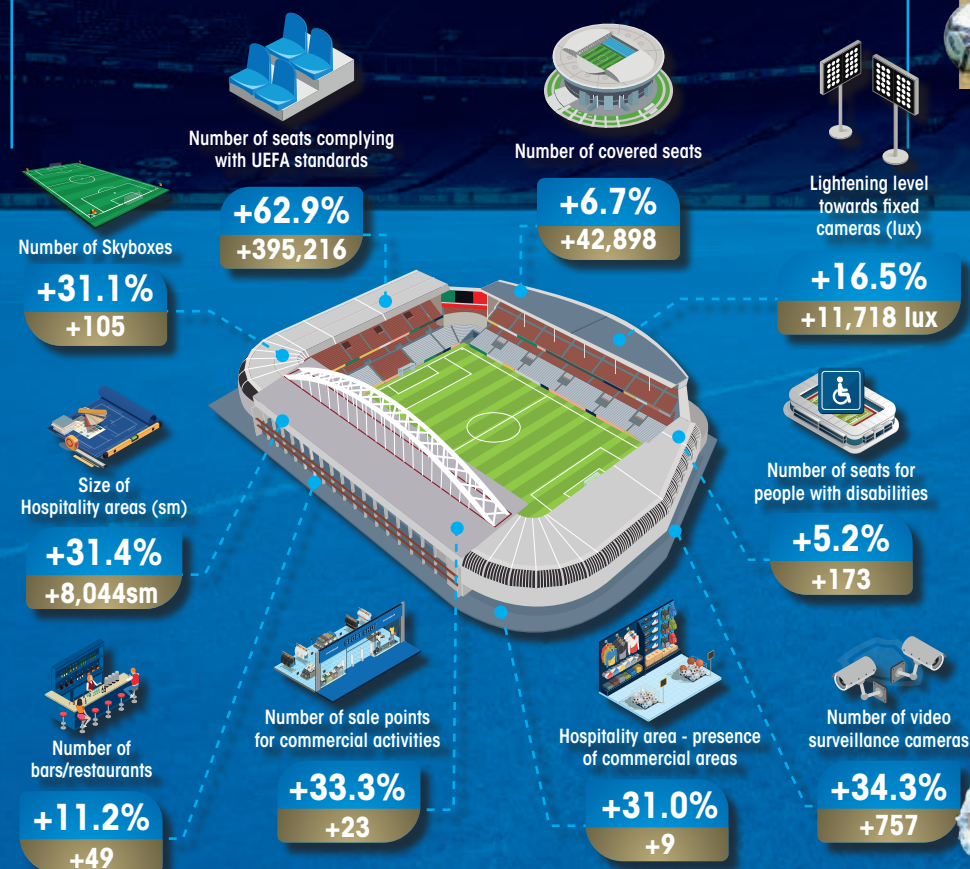
**Significant results** were achieved in 2020-2021 thanks to the reform of the National Licensing System.

### INFRASTRUCTURAL CRITERIA

#### INFRASTRUCTURAL DEVELOPMENT OF PROFESSIONAL FOOTBALL

Improvements to main infrastructural parameters (comparison between 2015-2016 and 2020-2021 in relation to the 63 stadiums with comparable data for the two seasons)

#### MAJOR IMPROVEMENTS IN INFRASTRUCTURE PROFILE BETWEEN 2015/16 AND 2020/21



### SPORTING AND ORGANISATIONAL CRITERIA

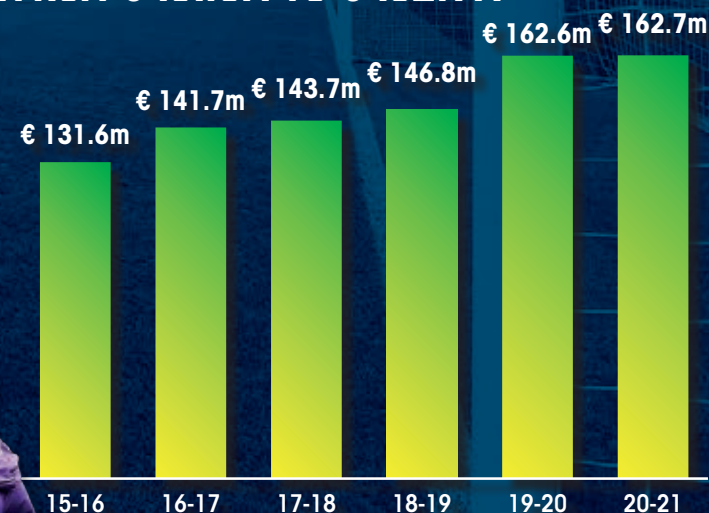
#### INVESTMENT IN WOMEN'S FOOTBALL

Policy regulations for the development of women's youth football in professional men's clubs saw Serie A, Serie B and Serie C clubs **REGISTER A TOTAL OF 18,384 FEMALE PLAYERS** in 2020-2021, with 10,055 (+219% compared to 2019-2020) of them under the age of 18 and 8,329 (+213%) under the age of 12. Between 2018-2019 and 2020-2021, investment in women's football from clubs with the UEFA Licence increased by +459% (from € 1.7m to € 9.5m).

#### INVESTMENT IN YOUTH FOOTBALL

Between 2015-2016 and 2020-2021, the overall budget of professional clubs in Serie A, Serie B and Serie C for youth academies increased by 24%, rising...

**... FROM € 131.6M TO € 162.7M**





## REVIEW OF FIGC REGULATIONS

### NEW GUIDING PRINCIPLES FOR THE LEAGUE STATUTES

Modification of the **guiding principles for the League Statutes** in order to make them more democratic with regard to quorums and voting majorities. The Federal committee approved the proposal for the Professional Leagues' General Assemblies to have a quorum of 2/3 of those entitled to vote present on the first call, and the majority of those entitled to vote on the second call.

For Regional Amateur League (LND) General Assemblies, the quorum requires half of those entitled to vote plus one to attend the first call and 1/3 of those entitled to vote on the second call.

### OPPOSITION TO THE SUPER LEAGUE

Passing of the so-called **Anti-Super League rule**, which prevents clubs taking part in competitions organised by private entities not approved by UEFA and FIFA from registering for national championships.

### CLUB OWNERSHIP

**New regulations on club takeovers**, with the aim of introducing a more effective set of regulations and sanctions, as well as compulsory deadlines for document submission and assessment by FIGC bodies. At the same time, a ban on multiple majority shareholdings in professional clubs by the same entity (multiple-club ownership) was introduced.

### SECOND TEAMS

Plans to **allow Serie A clubs to register B teams made up of young players in the third tier of Italian football (the 2021-2022 Serie C championship)** were relaunched, with the aim of developing and promoting youth football. During the year, the FIGC Executive Committee ruled that first place in the Lega Pro repechage rankings would be reserved for an applicant club (in compliance with requirements, including the payment of a € 1.2m contribution).

### LEAGUE REFORM

**First draft proposal for industry reform presented, inspired by the principles of sustainability and stability**, with the aim of bringing about change for a lasting impact on Italian football.

Developed over several years, the project proposes the creation of a C Élite and D Élite to overcome one of the current system's biggest economic problems: promotion.

## COMPETITION INTEGRITY

### OPPOSITION TO ILLEGAL ACTIVITY IN SPORT

**I play BETter** project: over 20 meetings organised in collaboration with SportRadar with the aim of raising awareness about issues related to footballing integrity and fighting corruption and match-fixing; participation of **over 700 members**, including from the Italian National Teams (men's, women's and youth). These meetings were promoted and organised as part of the HatTrick initiative, which has received funding from UEFA. As well as training sessions, SportRadar are set to produce a periodic report on integrity, with the principal aim of promoting studies of this phenomenon and evaluating possible internal strategies.

### FIGHTING AGAINST DOPING

Following interruptions brought about by the health emergency, educational and training projects to foster anti-doping culture have resumed, organised by the Anti-Doping Commission:

- ⊗ Project aimed at schools, entitled **"UN GOAL PER LA SALUTE" (A Goal for Health)** in collaboration with the **World Anti-Doping Agency (WADA)**, with sponsorship and operational support from **UNICEF's Italian Committee**. Participation of approximately 5,000 students (aged 16-17) from 67 upper secondary schools in 2021.
- ⊗ **"ANTI-DOPING EDUCATION ACTIVITY"** training programme promoted by UEFA and organised by FIGC in collaboration with the Italian Anti-Doping Organisation (NADO Italia), involving the U16, U17, U18, U19, U20 and U21 Youth National Teams, 177 players and 66 technical and medical staff, as well as 111 professional club doctors.









# SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2021

## SPORTS JUSTICE

In 2021 was finalized the renewal of all the staff of the FIGC Sports Justice.

### FIGC PROSECUTOR'S OFFICE

- 768 cases opened
- 2,371 matches examined
- 1,101 additional matches examined (TV examination)
- 4,226 appointments
- Verification of compliance with health protocols related to the COVID-19 pandemic: 197 inspections (26 in Serie A, 48 in Serie B, 104 in Serie C and 19 in Women's Serie A)

### FIGC NATIONAL COURT

- 95 hearings
- 290 cases
- 628 rulings

### FIGC COURT OF APPEAL

- 89 meetings
- 113 rulings

### NATIONAL SPORTS COURT OF APPEAL

- 98 meetings
- 321 rulings

## GENERAL SECRETARY

- 14 FIGC Executive Committee meetings and 5 Presidential Board meetings
- 646 official statements

## NATIONAL LICENSING

- 182 checks by the Professional Football Financial Control Committee (Co.Vi.So.C)
- 13 meetings of the Infrastructural, Sporting and Organisational Committee

## UEFA LICENSING AND FINANCIAL FAIR PLAY

- UEFA licences granted to 17 Men's Serie A clubs, as well as 7 to Women's Serie A clubs
- Analysis of the activities carried out by the Supporter Liaison Officer and Disability Access Officer
- The Office took part in drafting the new UEFA Club Licensing and Financial Fair Play (2022 Edition) Regulations

## SPORT DIRECTORS AND MANAGERS COMMITTEE

- 6 meetings for the purpose of training and updating professional administrative staff in the National Licensing System
- 130 people joined the Special List of Sport Directors and Sport Managers registry
- Establishment of Sport Director course admission criteria and programme, and accreditation of training initiatives for Sport Director qualification exams (University of Cassino and Southern Lazio)

## ANTI-DOPING COMMISSION

- In-competition checks: 565 matches (1.134 urine; 131 EPO; 112 GH/u)
- Out-of-competition checks: 85 training sessions (392 urine; 40 EPO; 56 GH/s; 16 GH/u)
- Initiation of disciplinary procedures for positive cases
- Participation in a research project along with 7 other European countries on concussions caused by trauma to the head among children playing football, as well as a collaborative study with the European Institute of Oncology on the effect of COVID-19 on youth sport
- Organisation of webinars and seminars on the topic of anti-doping (involving professional clubs and National Teams, including youth sides)
- Un Goal per la Salute (A Goal for Health) project to increase awareness of anti-doping initiatives among young people, with 67 schools taking part

## PLAYER STATUS

- 1,080 international transfers of professional players
- 5,800 international transfers of amateur players
- 1,850 requests to register a foreign minor for the first time
- 10 training courses on the FIFA TMS system for employees of professional clubs

## SPORT AGENTS COMMITTEE

- 245 natural persons and 74 juridical persons registered on the FIGC Sports Agent Register, as well as 282 registration extensions
- 2,505 representation contracts registered
- More than € 217m paid by professional players and clubs for the services of sports agents (compared to € 170m in 2020)



## AWARDS COMMITTEE

- 801 appeals examined, 450 accepted
- Confirmed and approved awards amount to over € 1.3 million

## LEGAL ACTION AUTHORISATION COMMITTEE

- Analysis of 67 requests for exemption from the arbitration clause

## REGISTRY

- 592 new clubs affiliated
- 110 mergers
- 9 splits
- 349 name changes

## FIGC REGULATIONS COMMITTEE AND FIGC SPORTS JUSTICE AUTHORITY

- Matters falling within their remit updated in meetings held during the year

## CLUB OWNERSHIP AND ACQUISITION COMMITTEE

- 23 acquisitions of club shareholdings analysed and filed









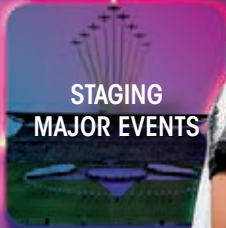
# WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY



Since 2015, FIGC has been actively pursuing **significant growth** in women's football in terms of investment, media attention and increased registered member numbers.

## 2015-2020 DEVELOPMENT PROGRAMME:

### THE PILLARS



## RESULTS ACHIEVED

CREATION OF **POLICIES** SHARED BY STAKEHOLDERS

INCREASE IN **REGISTERED MEMBERS, CLUBS, TEAMS, INVESTMENT AND MEDIA ATTENTION**

LOCAL DEVELOPMENT CENTRES: KEY ROLE IN **ASSESSING YOUTH TALENT**

UPDATED FORMATS AND **ORGANISATIONAL COMPETENCES** OF TOP LEAGUES

CREATION OF **NEW NATIONAL TEAMS**

PROFESSIONALISATION OF **WOMEN'S NATIONAL TEAMS**, WITH THE COMPLETION OF TECHNICAL AND NATIONAL TEAM STAFF AND **ALIGNING STANDARDS** WITH THOSE OF THE MEN'S NATIONAL TEAMS

QUALIFICATION FOR THE **2019 FIFA WOMEN'S WORLD CUP** AND **2022 EUROPEAN CHAMPIONSHIPS**

CREATING INTEREST AMONG **PROFESSIONAL MEN'S CLUBS** TO INVEST IN **WOMEN'S FOOTBALL**

TRAINING AND SPECIALISATION FOR THOSE IN **TECHNICAL AND MANAGERIAL ROLES** IN WOMEN'S FOOTBALL, WITH THE INVOLVEMENT OF FORMER **WOMEN'S PLAYERS**

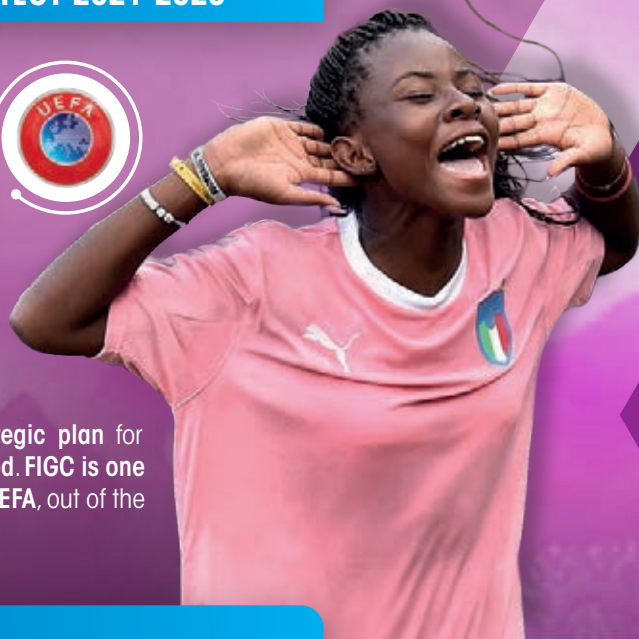
STAGING THE **UEFA WOMEN'S CHAMPIONS LEAGUE FINAL** IN 2016 (REGGIO EMILIA) AND IN 2022 (TURIN) IN ITALY



## WOMEN'S FOOTBALL DEVELOPMENT STRATEGY 2021-2025



With the support of UEFA, FIGC drafted its own strategic plan for developing the game in the 2021-2025 four-year period. FIGC is one of the 5 European football associations selected by UEFA, out of the 20 that declared interest



### TARGETS BY 2025

INCREASE THE NUMBER OF GIRLS PLAYING BY 50%

INCREASE THE NUMBER OF WOMEN'S FOOTBALL SUPPORTERS

INTERNATIONAL SUCCESS WITH THE NATIONAL TEAMS AND CLUBS

IMPROVE THE COMPETITIVENESS AND ENTERTAINMENT FACTOR IN COMPETITIONS

SUSTAINABLE SYSTEM FOR THE PROFESSIONAL WOMEN'S SERIE A (FROM SEASON 2022-2023)

## 5 STRATEGIC AREAS OF INTERVENTION

### THE PILLARS OF THE FIGC STRATEGY



#### IMAGE AND VISIBILITY

Marketing initiatives throughout the year to improve the image and visibility of women's football.



#### PARTICIPATING SAFELY

Removing social barriers and ensuring that every girl and women can enjoy a healthy and protective environment.



#### NATIONAL TEAMS

Performance and talent development system, allowing the National Teams to fulfill realise their maximum potential.



#### COMMERCIAL DEVELOPMENT

Increasing visibility and commercial value through development of a strong product and sealing of strategic partnerships.



#### CLUBS AND COMPETITIONS

Sistem of structured and accessible championships, improving the formats, technical and qualitative level in competitions.



INTEGRATED 2021  
REPORT

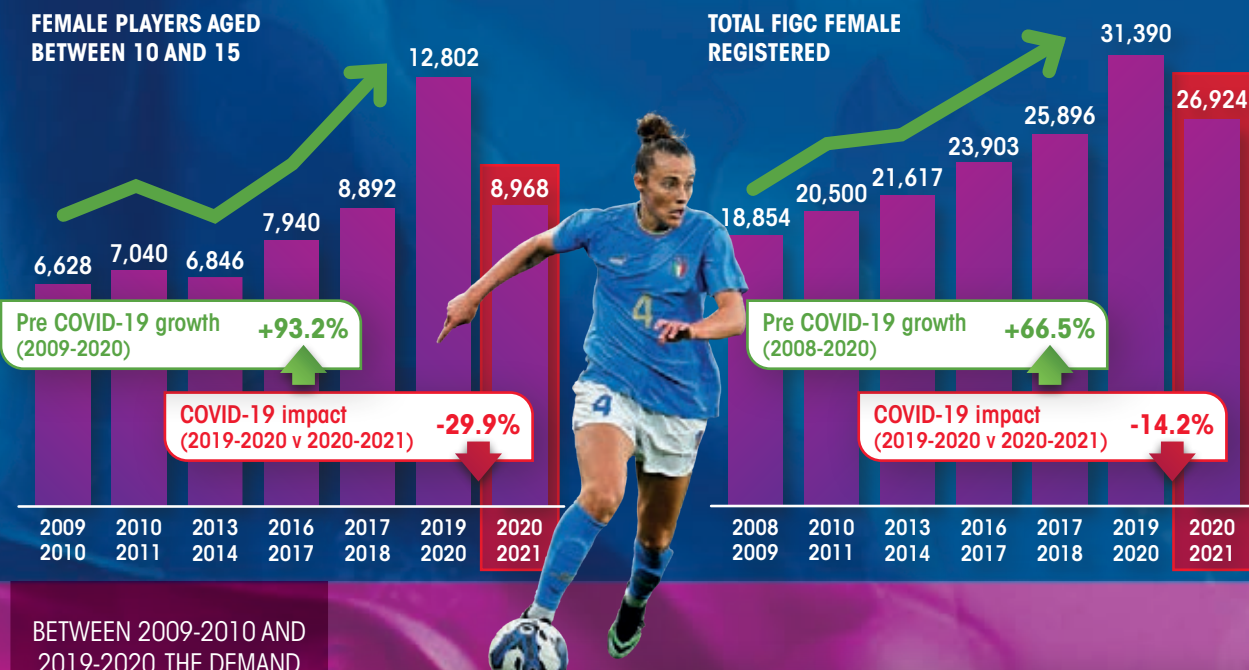


115



## HIGHLIGHTS: THE DEVELOPMENT OF WOMEN'S FOOTBALL IN ITALY

### THE INCREASE IN REGISTERED FEMALE PLAYERS FOR THE FIGC



BETWEEN 2009-2010 AND 2019-2020, THE DEMAND FOR NEW MEMBERSHIP IN WOMEN'S YOUTH FOOTBALL HAD **MORE THAN DOUBLED, FROM 3,412 TO 7,633, AND THEN DROPPED TO 4,146 IN 2020-2021 (COVID-19 IMPACT)**

**FIGC-GOVERNMENT TOTAL INVESTMENT IN WOMEN'S FOOTBALL (2020-2022): € 18 MILLION**

### THE MAIN 2020-2021 YOUTH WOMEN'S FOOTBALL TOURNAMENTS



### 8 NATIONAL TEAMS

an increase on the four that existed until 2014-2015

**BARBARA BONANSEA** in 2020 became the first Italian in history inserted in FIFA FIFpro Women's World 11, and in 2021 was again included by FIFA in the world top 11.



### 64 MEMBERS OF STAFF WITH THE NATIONAL TEAMS

almost double the number in 2014-2015

Italy represent among the 20 Women's National Teams the fourth for the greatest improvement in the FIFA Ranking between September 2017 (appointment of the **COACH MILENA BERTOLINI**) and December 2021, with the growth of 3 places in the ranking, behind Sweden (9), Spain (8) and Iceland (5).



### 373 REGISTERED FEMALE COACHES

almost treble the figure in 2014-2015

In Serie A 2021-2022 there are 6 coaches with the highest qualification at UEFA level (PRO), compared to the 4 present until 2019-2020.



### 1,782 FEMALE REFEREES

Italy ranks second in Europe

- MARIA MAROTTA** of the Sapi section, was the first woman to arbitrate in the Serie B men's professional football in Italy (match between Reggina and Frosinone, played on 10/05/2021).
- MARIA SOLE FERRIERI CAPUTI**, became the first female referee to take charge of a competitive match involving a Serie A men's team (Cagliari v Cittadella in the Coppa Italia on 15/12/2021), while the historic official debut in men's Serie A took place in the season 2022-2023.





## ENHANCING THE SUPPLY CHAIN

### 37 PLAYERS PARTICIPATING

in the activities of the FIGC Federal Technical Centres (evolution programme) switched from amateur football to professional clubs (17 in Serie A, 11 in Serie B and 9 in Serie C)

### 29 PLAYERS HAVE PASSED FOR THE FTC

out of the 44 called in 2020-2021 for the **Women's 19 National Team** (66%) and 34 out of the 25 called up in the **Women's Under 17 National Team** (97%).

The Women's Under-15 Development Programme (**Calcio+**) has formed a large part of the players for National Teams.

**WOMEN'S UNDER 19 NATIONAL TEAM:**  
33 CALLED-UP, 75% of total

**WOMEN'S UNDER 17 NATIONAL TEAM:**  
25 CALLED-UP, 71% of total

In general terms, since the launch of the programme in 2007, **80% OF THE GIRLS SELECTED** for the stage have continued their path in the National Teams.

## THE SUCCESS OF THE #RAGAZZEMONDIALI

QUALIFIED FOR THE FIFA WORLD CUP AFTER A 20-YEAR ABSENCE

REACHED THE **QUARTER-FINALS**

**24,41 MILLION VIEWERS** (the average per match was 4.88m, compared with the previous record of 0.6m)

**21 MILLION PEOPLE** FOLLOWED THE NATIONAL TEAM

AT GLOBAL LEVEL, OVER **OVER 100 MILLION TV VIEWERS WATCHED THE AZZURE MATCHES**

**OVER 1,000 ARTICLES PUBLISHED** ON THE NEWSPAPER

**ALMOST 192,000 NEW USERS** ON FIGC SOCIAL MEDIA

**OVER 820,000 NEW FOLLOWERS** ON THE INSTAGRAM PROFILES OF THE AZZURE

FIGC COMMUNICATION CAMPAIGN **#RAGAZZEMONDIALI**: A TRENDING TOPIC THAT REACHED OVER 150,000 MENTIONS

## PROTECTING TALENT: THE SUPPLY CHAIN FOR WOMEN'S FOOTBALL IN ITALY

A NATIONAL TEAM

U23 NATIONAL TEAM

U19 NATIONAL TEAM

U17 NATIONAL TEAM

U16 NATIONAL TEAM

CALCIO+ PROGRAMME

REGIONAL U15 TEAMS

U15 FEDERAL TECHNICAL CENTRES

U12 DANONE NATIONS CUP ACTIVITY

GRASSROOTS AND FOOTBALL SCHOOLS

## ATTENDANCE AT THE STADIUM

FROM SASSARI 2013...



...TO TURIN 2019

**JUVENTUS - FIORENTINA**  
(TURIN 24/03/2019)

is the women's football match in Italy with highest ever attendance

**39,027 spectators**

compared with previous record (14,000) and overall attendance for the entire Women's Serie A 2017-2018 (27,400)

In October 2021, the UEFA Women's Champions League match between Juventus and Chelsea was followed by **16,781 spectators** at the stadium, becoming the match with the highest attendance ever in the Women's Champions League before the quarter-finals, as well as the most watched Champions League match ever in Italy before the final played in May 2022

**WOMEN'S CHAMPIONS LEAGUE FINAL 2022**  
Juventus Stadium • **32,257 SPECTATORS**





## WOMEN'S FOOTBALL – INTEREST GENERATED

- ⊗ Based on results from a recent survey carried out by Kantar on behalf of FIGC and UEFA, 12% of adults in 2021 take an interest in women's football (compared with the European average of 8%).
- ⊗ Compared with the other main sports, women's football is the only one that has stayed at the same level going back to 2019, while comparisons in the same period (due to the impact of COVID-19) show that swimming has dropped by 5 % points and volleyball is down by 8.
- ⊗ Between 2019 and 2021, women's football experienced stability in the level of interest generated among the general public and positive growth in the level of appeal among younger age groups (18-24, with an increase from 10% to 15%).



- ⊗ 44% of those interviewed feel that women's football is experiencing major growth as a sport in terms of popularity and appeal, while 34% consider it as a positive factor in social development across the country as a whole. 54% of supporters of men's football teams state that they also follow their club's women's team.

- ⊗ Women's Serie A was also the Italian football competition with the highest increase in the level of general interest between 2016 and 2019 (going from 11% to 22% of the adult population and from 14% to 30% among those interested in football, compared with a European average of 14% and 22% respectively). In 2021, the figures remained at the same level as they were prior to COVID-19 (in comparison, all the other main Italian and international football competitions at club level experienced significant declines in the level of interest generated between 2019 and 2021).

- ⊗ The Women's National Team is continuing to garner increasing levels of interest, going from 12% in 2016 to 21% in 2019 and then 27% in 2021 (compared with the European average of under 14%), while interest among football supporters rose from 16% to 35%.









## THE WOMEN'S FOOTBALL DIVISION

As part of FIGC since 2018, the Women's Football Division organises **top-level competitions** and coordinates all **FIGC activities that relate to the game and to the adoption of the main development programmes**.

### WOMEN'S NATIONAL CHAMPIONSHIPS HIGHLIGHTS



### INVESTMENT BY PROFESSIONAL MEN'S CLUBS IN WOMEN'S FOOTBALL

This follows the **introduction of National Licensing laws** (the obligation to create a women's academy set-up within professional men's clubs) and the introduction of the law allowing the transfer of the sporting title from an amateur women's football to a professional men's club in order **incentivare to incentivise professional clubs to invest in the sector**.

#### 10 OUT OF 12 TEAMS IN WOMEN'S SERIE A 2021-2022

are directly linked to professional men's clubs



Professional men's clubs registered 18,384 female players in 2021-2022, 10,055 of whom were under 18 (a 219% increase on 2019-2020) and 8,329 were under 21 (+213%).

Investment in women's football by clubs that obtained a UEFA licence between 2018-2019 and 2020-2021: +459% (from € 1.7 million to € 9.5 million).

## GROWTH OF THE INVESTMENTS AND TECHNICAL PROFILE OF CHAMPIONSHIPS

Increase in the number of foreign female player of high level in Serie A



THE NUMBER OF FOREIGN PLAYERS in Serie A in the last 3 years HAS ALMOST **TRIPLED**, from 45 in 2017-2018 to 115 in 2021-2022



Minutes played in Serie A based on the FIFA Women's Ranking



FIFA

Total time at 30/06/2018

27,728

Total time at 31/12/2021

159,384

- Rules regarding **the use of female players who have come through youth sectors** has generated an increase in club investment in youth sectors and young Italian talents; Women's Serie A in 2020-2021 has an average age of 25.5 years, lower than the French top league (25.7), Spain (25.8) and England (26.1).
- Increase in **investments to increase the technical rate of the championship** and the value of the product: the mount engagements in Serie A in 2021-2022 results in an increase of 16% compared to 2020-2021 and 45% compared to 2019-2020.
- In the 2020-2021 Serie A **414 goals were achieved with 135 different markers** (almost double compared to 2018-2019).



## THE GROWTH OF MEDIA AND COMMERCIAL PROFILE



In the 2018-2019 season the women's Serie A broadcast on SkySport has reached **AN AVERAGE AUDIENCE PER MATCH OF 68,617 VIEWERS**; for the 2019-2020 season broadcast always on the SkySport paid platform has reached an audience of 86,015 viewers, while in 2020-2021 (last season covered by SkySport) reached **46,417 AVERAGE VIEWERS**. In the 2021-2022 season, the rights were switched to La7 and La7d (free-to-air TV), and the data (updated to 31/12/2021) recorded an increase in terms of audience

reaching an average of 159,282 viewers and a share of 1.27% (the match with the highest audience was Roma v Juventus, followed by **235,813 AVERAGE VIEWERS** with a **share equal to 1.94%**, while the number of different viewers who followed the match, including the pre and post, is equal to **OVER 2 MILLION**).

**THE FINAL OF THE 2022 SUPER CUP**, played in January in Frosinone between Juventus and AC Milan, aired on La7, **WAS FOLLOWED BY 352,000 AVERAGE VIEWERS (2.5% SHARE AND 2.3 MILLION TOTAL CONTACTS)**, a historical record in Italian women's football at club level (the previous record belonged to the 2019 Scudetto Juventus-Fiorentina, with 342,628 average viewers). The match also produced a peak in the second half with 380,000 average spectators and more than half a million unique performers.



In 2021-2022 there was a **38% INCREASE IN REVENUES FROM TV RIGHTS** compared to the 19/20-20/21 rights cycle, while considering the trade agreements between 2020-2021 and 2021-2022 there was a **30% INCREASE IN THE VALUE OF SPONSORSHIPS** (net of value in kind), also against a significant increase in the number of agreements signed.

**FOR THE FIRST TIME, TV RIGHTS WERE ALSO SOLD TO BROADCAST SERIE A, THE COPPA ITALIA AND THE SUPER CUP ABROAD** (in more than 100 countries, with a potential audience of hundreds of millions of people) and the rights to stream all Serie B games, acquired by Eleven Sports.



### Broadcaster Women's Football Division 2021-2022



## SPONSORSHIP AGREEMENT



## SOCIAL MEDIA GROWTH - THE MOST IMPORTANT FIGURES 2021-2022

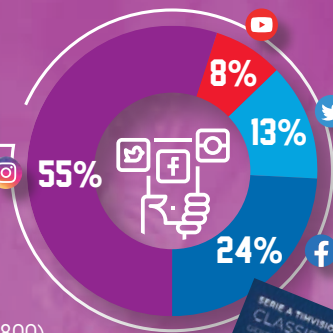


### IMPRESSIONS

A total of 31.8 million impressions on the official profiles of Women's Football Division by the end of the 2021-2022 season. Between August 2021 and June 2022, the number of impressions more than quadrupled thanks to **features** on the **Super Cup** and **Coppa Italia final**, the increase in **players and clubs sharing content** and the introduction of **new features**.

**The overall community grew from 77,000 followers in August 2021 to 97,800 by 15 June 2022.**

In 2021-2022, the number of views on the Women's Football Division's YouTube channel reached nearly 2 million (compared to 350,000 by June 2021), while the number of subscribers to the channel rose to 7,000 (compared to 2,800).



Across the social media accounts of the main European championships (England, France, Germany, Spain), the Women's Football Division's editorial plan is the richest in content.



Results arising from the **new development plan** set up by the **Women's Football Division**: new brand identity and related look&feel of social media pages, creation of a dedicated internal digital team and use of fresh and creative language.

### TOP 3 SERIE A TIMVISION PLAYERS



**4,800,000**  
TOTAL FOLLOWERS  
OF THE 2021-22 NATIONAL  
TEAM PLAYERS

INTEGRATED **2021** REPORT



**121**



## PLANS FOR THE DEVELOPMENT OF WOMEN'S FOOTBALL

### INTRODUCTION OF PROFESSIONALISM

- As of 2022-2023, professionalism was introduced into women's Serie A, a momentous step forward that revolutionises the history of the game, rewarding the sacrifices made by female players after so many battles and a long wait, as they finally saw their own rights recognised.
- In June 2022, a meeting between women's Serie A clubs defined a collective three-year agreement, setting out the working relationship from an economic and normative standpoint between clubs and registered members.
- Female players can enjoy a guaranteed minimum salary and recognised perks, such as insurance, maternity leave and a pension.
- FIGC has officially become the first Italian sports association to take this step forward, completing a pathway of reforms that have allowed women's football to grow.



### COMMUNICATION AND MARKETING

AIM: TO IMPROVE THE VISIBILITY AND COMMERCIAL VALUE OF TOP-LEVEL WOMEN'S FOOTBALL AND OF THE ENTIRE SPORT AS A TRICKLE-DOWN EFFECT.



**REBRANDING** of all competition logos: new visual identity for all competitions in partnership with IED

**LAUNCH OF THE LEAGUE CALENDAR** on LA7  
Dedicated theme for Serie A TimVision



**MVP - TOP3GOALS** for each Serie A match with support from OPTA

**NEW FORMATS AND COMMUNICATION STRATEGIES** with new social media staff



WSC Sports

**STRATEGIC PARTNERSHIP WITH WSC SPORTS** for the creation of real-time

video clips of Serie A TimVision. The platform's automation tools and world-leading artificial intelligence video technology mean that the highlights of every single game can be captured



**DIGITALISATION:** partnership with world-leading sports statistics platform: OPTA PERFORM. For the first time worldwide, they are collecting data for a top women's league through Serie A TIMVISION

### NEW FORMATS OF WOMEN'S CHAMPIONSHIPS



#### New format of Serie A

(as of 2022-2023): ten teams in the top flight (compared with 12 in the previous format) take part in the

first stage of the season, at the end of which two groups are formed, a Scudetto pool for the top five and a survival pool for the other five.

#### A modification to the format of

Serie B (from 14 to 16 teams) and the Primavera division (split into two levels), while the one-off tie format for the Super Cup has been brought back in place of the Final Four.



122 **INTEGRATED REPORT 2021**



**SIX-EPISE DOCUMENTARY SERIES ON SERIE A** produced by TIMVISION in collaboration with Freeda and Women's Football Division



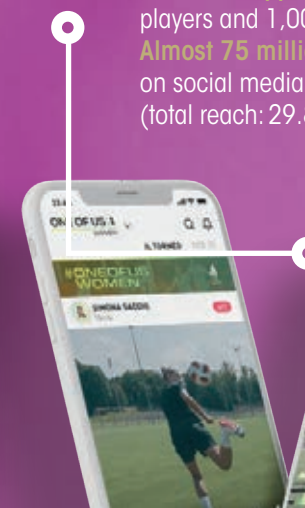
500,000 VIEWS

**PARTNERSHIP WITH CASA SURACE** and social media project for the Women's Super Cup.



### ONE OF US | 1

**LAUNCHING THE ONE OF US TALENT GAME**, which will allow aspiring young female players to join a Serie A team training camp **38,000 total profiles on the One of Us app**, with 2,000 open players and 1,002 active girls. **Almost 75 million impressions on social media** (total reach: 29.8m)





## SOCIAL RESPONSIBILITY



CULTURE

FIGHTING  
VIOLENCE AGAINST  
WOMEN



EMPOWERMENT  
(INCLUSION,  
ANTI-DISCRIMINATION,  
EQUAL  
OPPORTUNITIES)



HEALTH AND PREVENTION  
FOR WOMEN



The importance of reading among younger generations in collaboration with Turin International Book Fair



Collaboration with the antiviolence Centres D.i.Re.



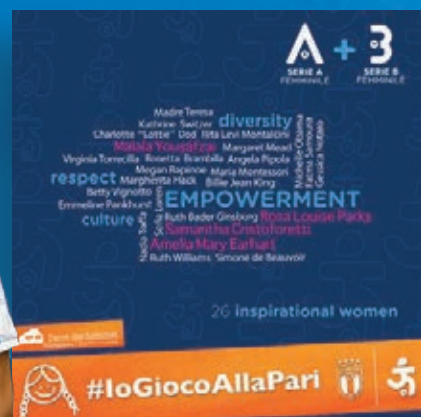
## #UNAPASSIONEDANUTRIRE

("#APASSIONTOFEED"): campaign to promote healthy eating with SINU and Esselunga



## #IOGIOCOALLAPARI

("#IPLAYEQUALITY"):  
Campaign to promote female empowerment with Terre Des Hommes



## #LADIVINAFINALE

("#THEDIVINEFINAL")  
Project to commemorate 700 years since the poet's death: using the language of football to approach reading the Divine Comedy



## #INDIFESA

("#DEFENCELESS")  
The International Day of the Girl Child on 11 October.



Goalkeeper endorsement in 2021



INTEGRATED REPORT 2021



123



## MAJOR EVENTS OF THE WOMEN'S FOOTBALL DIVISION

### SUPER CUP FERROVIE DELLO STATO ITALIANE



## COPPA ITALIA SOCIOS.COM



## #LA VITTORIA DEL CORAGGIO

(#THE VICTORY OF BRAVERY)  
dedicated to the memory of  
Giovanni Falcone and Paolo  
Borsellino, their fight against the  
mafia and their link to sport.

# 2,348,000

## PRE AND POST MATCH CONTACTS

Final	Stadio Stirpe	Time	AMR	SHR%
08/01/22	Juventus v Milan	14:30	380,000	2.78%

## FINAL 4 FORMAT

Venue: Latina Frosinone 5-8 January 2022  
Participating clubs



124  INTEGRATED REPORT 2021

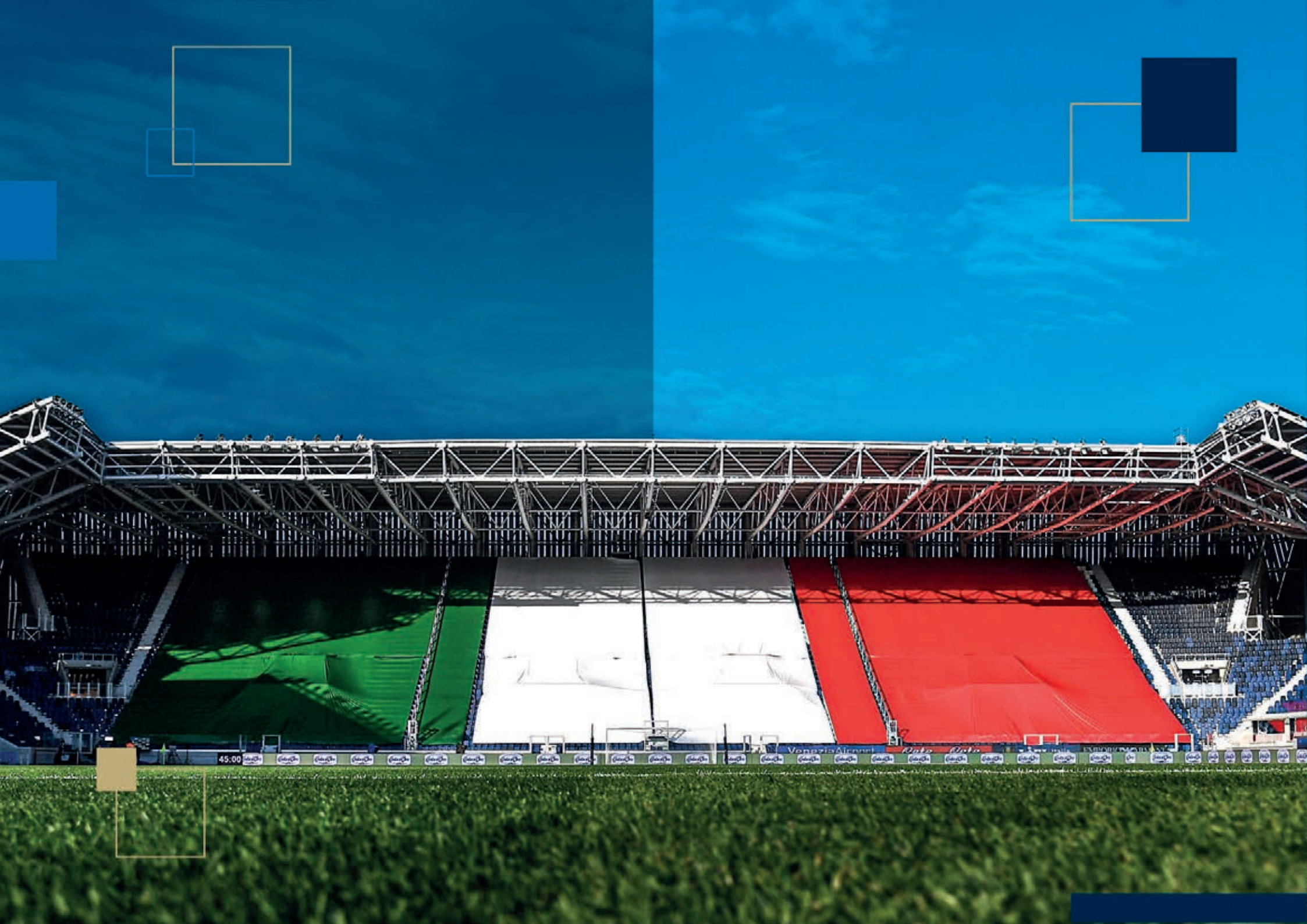
## OTHER ACTIVITIES AND PROJECTS

- Allocation of funds set aside by FIFA, UEFA and FIGC to face the COVID-19 pandemic and to promote women's football in general.
- Appointment by the Italian Referees' Association of referees from CAN PRO (for the men's professional third tier) for women's Serie A, Coppa Italia (from the quarter-finals onwards) and Super Cup fixtures – an important sign for the game's further development.
- Opening big football stadiums in Italy: more and more women's football matches are being played at stadiums that host professional men's football (ten games between 2018 and 2021).
- In May 2021, the First Instance UEFA Licensing Committee issued licences to 7 women's football clubs in Italy (up from 6 in 2020-2021, the first season in which UEFA licences were issued to clubs with women's teams).
- During the course of 2021, continuing the pathway begun the previous year, the Division's Executive Council (despite the difficulties at the time) decided to keep the various requirements in the Licensing System, with the aim of growing the level of professionalism among those in technical and managerial positions at clubs, with specific focus on academy development.
- Organisation of a series of meetings regarding the fight against match fixing, betting and the rules of football for club officials, coaches and players at Serie A TIMVISION clubs.











## MANAGEMENT OF THE COVID-19 HEALTH EMERGENCY

The year 2020, starting from February and March, and the entirety of 2021 were characterised by the huge impact caused by the COVID-19 pandemic, which had devastating socio-economic effect on all Italy's strategic sectors, including the sports and football sector specifically.

### THE IMPACT OF THE HEALTH EMERGENCY ON THE SPORTS AND FOOTBALL SYSTEM



#### MAIN INDIRECT AND SATELLITE EFFECTS

##### MAIN EFFECT OF THE PANDEMIC

- ⊕ **Prolonged stop or cancellation** of sport competitions, need to play games behind closed-doors, direct and indirect socio-economic effects produced over all the stakeholders in the industry.

##### MAIN DIRECT EFFECTS

- ⊕ **Drastic drop** in revenues from gate receipts, sponsorships, merchandising and corporate hospitality; additional costs associated with the implementation of health protocols.
- ⊕ **Impact on the sport performance** and the result obtained, deriving in particular from the obligation to play matches behind closed-doors (as for examples considering the increase in away victories).

- ⊕ **Crisis and bankruptcies** of clubs, sports associations and induced businesses/companies.
- ⊕ **Decrease in the employment rate**, even permanently.
- ⊕ **Decrease in registrations** and sport practice (with socio-economic repercussions at local level).
- ⊕ **Drop in demand**: public disaffection, change in consumption preferences, user spending basket and company budget allocation.
- ⊕ **Decrease in the economic value of commercial assets** and lower negotiation power.
- ⊕ **Reduction of spending** on the transfer market.
- ⊕ **Impacts on equity** due to the loss of capitalization and corporate value of companies (also in relation to the rights portfolio).

## COVID-19 IMPACT IN 2019-2020 AND 2020-2021 ON THE FOOTBALL INDUSTRY: TEMPORARY AND DEFINITIVE STOP TO THE MAIN COMPETITIONS.

ITALIAN FOOTBALL (CLUBS)



	Sports season 2019-2020		Sports season 2020-2021
Serie A	Suspended in February-March 2020	Restart in June and conclusion in August	No interruption
Serie B	Suspended in February-March 2020	Restart in June and conclusion in August	No interruption
Serie C	Suspended in February-March 2020	Restart in June and ended in July (only playoffs and playouts played)	No interruption
Coppa Italia	Suspended in February-March 2020	Restart in June and ended in the same month (semi-finals and final)	No interruption
11-a-side football Men youth professional championships	Suspended in February-March 2020	Definitive stop	Primavera 1, 2 and 3 championships suspended in November, resumed between January and February and concluded in June (new formats for Primavera 2 and 3); Under 18 A and B, Under 17 A and B and Under 17 C championships suspended in October, resumed between February and April (new format) and concluded in June; Under 16 and Under 15 A, B and C championships definitively suspended in March
Women's Primavera	Suspended in February-March 2020	Definitive stop (final title award in September 2020)	Suspended in October, resumed in January and ended in May
Women's Serie A and Serie B	Suspended in February-March 2020	Definitive stop	No interruption
11-a-side football other amateur Men and Women's championships	Suspended in February-March 2020	Definitive stop	No extended interruptions for Women's Serie D and C; Men's and Women's Excellence suspended in October, resumed in March and ended in June (new formats); all other competitions were permanently interrupted in March
Futsal - amateur Men and Women's championships	Suspended in February-March 2020	Definitive stop	No extended interruptions for Men's and Women's Serie A; Men's and Women's Football 2 Series; Men's and Women's B Series, Men's and Women's C Series and C1 suspended in October and resumed in April; all other competitions were permanently interrupted in March
Beach Soccer - amateur Men and Women's championships	In 2019 there was no interruption, while in 2020 no official match was played.		No interruption
Men's and Women's amateur youth championships	Suspended in February-March 2020	Definitive stop	Definitive stop in March

## NATIONAL TEAMS

### ⊕ Men's 11-a-side National Teams

In 2020, just **352 matches**, were played worldwide, the lowest figure since 1987; the main competitions have suffered cancellations or postponements (e.g. UEFA EURO 2020, postponed to June 2021), and the National Teams have not played official matches from November 2019 to September 2020. In 2021, activity resumed at full speed, with a total of **1,116 matches** being played between Men's major teams around the world (mostly behind closed-doors).

### ⊕ Other National Teams

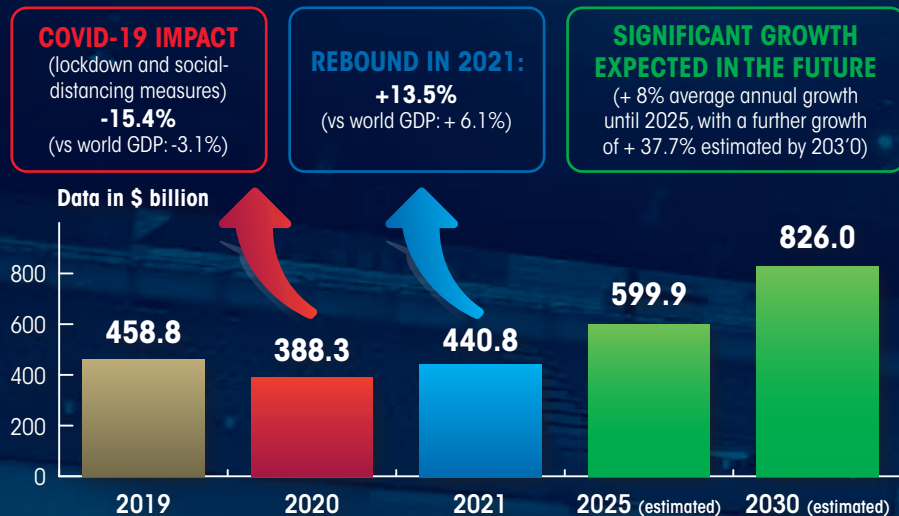
In 2020 and 2021, the health emergency led to the **cancellation of the main competitions** for youth National Teams (Men's Under 17 and Under 19 European Championships, Men's Under 17 and Under 20 World Cups), as well as the **cancellation or postponement of friendlies and of the various qualifiers in all categories** (Youth National Teams, Women's, Beach Soccer and Futsal) and, in particular, the postponement of the European Women's Football Championships (from 2021 to 2022).





## THE SOCIO-ECONOMIC IMPACT ON THE INTERNATIONAL SPORTS AND FOOTBALL SYSTEM

### WORLDWIDE IMPACT ON SPORT



Sport has suffered a significant socio-economic backlash following the pandemic, mainly due to the prolonged interruption of competitions, the obligation to play the matches behind closed doors and the direct and indirect socio-economic effects produced on all stakeholders in the sector.

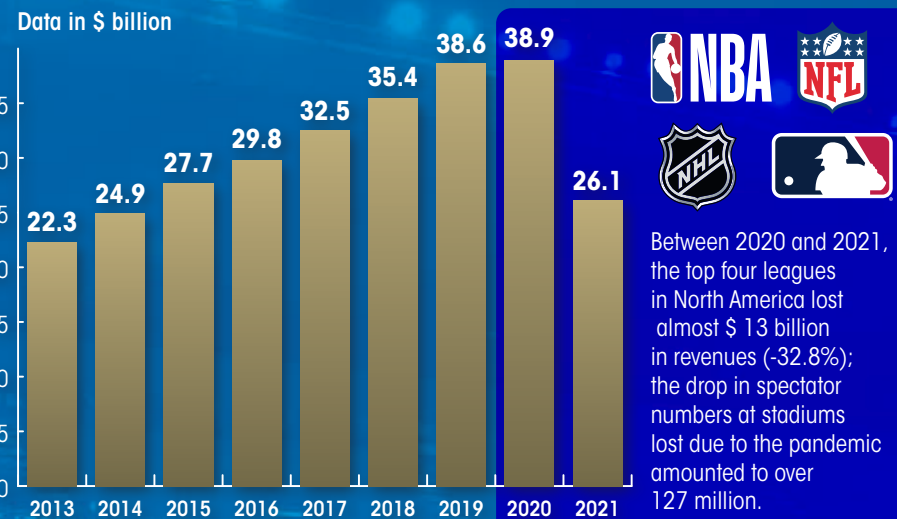
The turnover of the world sport business between 2019 and 2020 decreased by 15.4% (from \$ 458.8 to 388.3 billion), while in 2021 there was a positive rebound of + 13.5%, up to \$ 440.8 billion.

The average sports rights market in 2020 was worth \$ 44.6 billion, 12% less than in 2019, while in 2021 there was a positive rebound of + 13.5%, up to \$ 440.8 billion.

The sports sponsorship sector between 2019 and 2020 lost 37%, from 46.1 to \$ 28.9 billion; in the first part of 2021 there was an increase of 107% in the value of sponsorships compared to the same period of 2020; the trend has been driven mainly by the crypto-asset sector (NFT, cryptocurrencies, blockchain, fan tokens, etc...).

## CASE-HISTORY: THE MAIN EXPRESSIONS OF SPORT BUSINESS

### NORTH AMERICAN PROFESSIONAL SPORTS REVENUES



### EUROPEAN FOOTBALL

In the first two seasons impacted by COVID-19 (2019-2020 and 2020-2021), on an aggregate level the 700 clubs participating in the 55 European top divisions lost approximately € 7 billion in terms of lower revenues:

- Ticket sales: - € 4.4 billion
- Sponsor, commercial activities and other revenues: - € 1.7 billion
- TV rights and UEFA revenues: - € 0.9 billion

The total turnout of spectators in stadiums for the matches played in the 55 European top division went from 105.2 million spectators in 2018-2019 to 73.8 in 2019-2020, and just 6.8 million in 2020-2021.



In terms of the top five European leagues, 86 million potential spectators were "lost" between 2018-2019 and 2020-2021. An estimated near € 3 billion in ticketing revenues were lost due to COVID-19.





## IMPACT ON ITALIAN SPORT

### THE VALUE OF ITALIAN SPORT AND THE IMPACT OF COVID-19

(SOURCE: BANCA IFIS)

In Italy, there are currently 35 million sports fans and 15,5 million regular sports practitioners (27% of population over 18); football remains the most popular sport in Italy (17.7 million people, 50% among the over-18s, ahead of swimming with 36%) and the most practised (34%, 5.3 million people, ahead of swimming with 29%).

#### THE SCENARIO BEFORE COVID-19

In 2019, Italian sport generated revenues of € 95.9 billion, accounting for 3.6% of Italian GDP.

The sector employs 389,000 people: 59% of them (228,000) in the approximately 74,000 professional sports companies, amateur associations and sports facility management companies. Considering also the rest of the supply chain, the total number of companies and bodies operating in the Italian sport system is over 84,000.

Against a public expenditure in Italian sport of € 4.7 billion (lower than Spain's € 5.1 billion, Germany's € 9 billion and France's € 13.7 billion), the core operators of the Sport System (sports associations and clubs, federations, sports promotion bodies, and facility management companies) have moved resources amounting to € 41.8 billion between expenses for raw materials, services, staff, and depreciation of tangible and intangible assets, contributing to the overall value of € 95.9 billion.

**Multiplier effect of sport:** every million euro of public investment in sport activates almost 9 million private resources generating over 20 million in revenue, 2.3 times more than private investment.

Considering events and sports tourism, attendance in 2019 amounted to 32 million and generated a total expenditure of 7.6 billion euro, equivalent to a contribution of 0.42% of GDP and 7% of total Sport System Revenues. 50% of the total expenditure was generated by Italians not resident at the event venue, compared to 24% of the relative attendance. The expenditure items contributing most were accommodation (33%), catering (16%) and shopping (14%). Direct expenditure on access to events (ticket sales) contributes just 7% of the total.

#### THE IMPACT OF COVID-19 ON THE ITALIAN SPORT INDUSTRY

In 2020, the measures to contain the pandemic led to a drop in revenues and employment, bringing the turnover generated by Italian sport from 95.9 to 66.3 billion (-30.9%, while at a general level, Italian GDP lost 8.9%). The number of people employed fell from 389,000 in 2019 to 302,000 in 2020 (-22.3%).

The sector most affected in absolute terms was that of sports associations and clubs, which saw their turnover drop from 40.2 billion in 2019 to 32.5 billion in 2020, a drop of 7.7 billion (-19%). There were also major repercussions on the number of employees, which dropped by 30,000 (from 189,000 in 2019 to 159,000 in 2020).



In 2021, thanks to the return of the public to sporting events, the resumption of amateur activities and the gradual reopening of swimming pools, gyms and sports centres, there has been a partial recovery in revenues, up to 78.8 billion (an increase of 19% compared to 2020, while Italy's GDP will grow by +6.6%).

Considering events and sports tourism, in 2020, the restrictions resulted in a 76% drop in attendance at sports events (from 32 million to 7.6 million), with expenditure falling by 5.6 billion. In 2021, thanks to gradual reopenings, attendance increased by 33% compared to 2020 (to 10.1 million, thus remaining one third of the pre-pandemic period). In the same year, there is a 30% increase in expenditure compared to 2020 (up to 2.6 billion) despite a limited capacity of the facilities averaging 50%.

#### COMPARISON OF ITALIAN SPORT SECTOR REVENUES (data in € billion)

	2019	2020	2021
Sportswear manufacturers	10.8	8.5	9.6
Sports equipment manufacturers	1.4	1.3	1.3
Sports vehicle manufacturers	5.2	5.0	5.9
<b>Total upstream companies</b>	<b>17.3</b>	<b>14.8</b>	<b>16.8</b>
Sports federations	0.8	0.7	0.9
Sports clubs	39.4	31.8	34.0
<b>Total sporting realities</b>	<b>40.2</b>	<b>32.5</b>	<b>34.9</b>
Direct revenues	4.4	1.0	1.3
Public contributions and investments	1.8	1.3	1.3
<b>Total management of sport facilities</b>	<b>6.2</b>	<b>2.3</b>	<b>2.6</b>
Broadcaster	2.1	1.9	2.1
Sports Press	0.1	0.1	0.1
Generalist press	0.1	0.1	0.1
Sports websites	0.2	0.1	0.2
<b>Total media sector</b>	<b>2.5</b>	<b>2.2</b>	<b>2.5</b>
Expanses for foreign visitors	2.2	0.6	0.8
Expanses of Italian visitors not resident at the event venue	3.8	1.1	1.4
Expanses of Italian visitors residing at the event site	1.6	0.3	0.4
<b>Expenditure on sports events and sports tourism</b>	<b>7.6</b>	<b>2.0</b>	<b>2.6</b>
<b>Sports betting</b>	<b>12.5</b>	<b>11.0</b>	<b>11.7</b>
<b>Positive externalities</b> (health, safety and involvement of young people in school and work)	<b>10.1</b>	<b>2.0</b>	<b>8.2</b>
<b>TOTAL*</b>	<b>95.9</b>	<b>66.3</b>	<b>78.8</b>

\* Approximately €500m of ticket sales in the hospitality sector were removed from the overall calculation as they were already included in the calculation of club revenues)



## IMPACT ON THE ITALIAN FOOTBALL SYSTEM

### DECREASE IN MEMBERSHIP AND SPORTING ACTIVITY (WITH SOCIO-ECONOMIC REPERCUSSIONS ON THE TERRITORY)

THE FIGC BETWEEN 2018-2019 AND 2020-2021 HAS LOST 250,000 MEMBERS (-18%), GONE FROM ALMOST 1.4 MILLION TO JUST OVER 1.1 MILLION.

THE MAIN IMPACT OF THE HEALTH EMERGENCY WAS ON REGISTERED PLAYERS, DOWN BY ALMOST 223,000 (-21%), WITH SIGNIFICANT REPERCUSSIONS ESPECIALLY ON YOUTH ACTIVITY: ALMOST 30% OF YOUNG PLAYERS HAVE BEEN LOST, DOWN BY OVER 200,000.

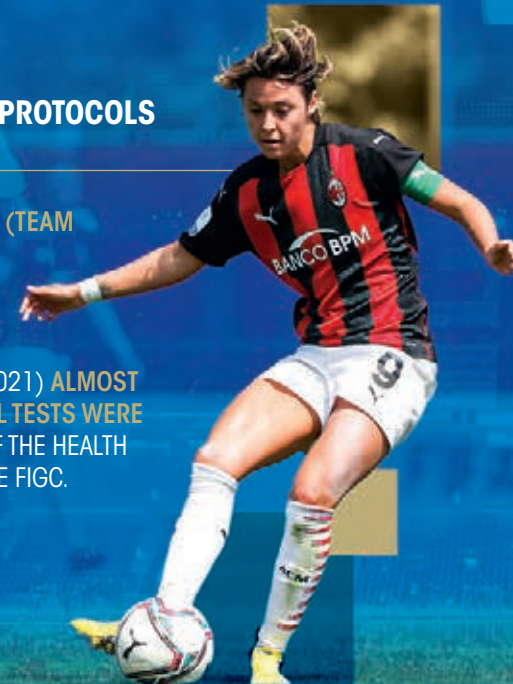
BETWEEN 2018-2019 AND 2020-2021, OVER 528,000 OFFICIAL MATCHES WERE PLAYED LESS (-92.4%), WITH SIGNIFICANT IMPACTS ON AMATEUR AND YOUTH FOOTBALL.

THE FOOTBALL SYSTEM THEN SHOWED AN EXTRAORDINARY ABILITY TO ABSORB IN THE SHORT TERM THE IMPACT OF THE PANDEMIC ON THE DECLINE OF MEMBERSHIP: AT THE END OF THE LAST SEASON OF THE YEAR (2021-2022), THE REGISTERED PLAYERS HAD RETURNED SUBSTANTIALLY TO THE SAME PRE COVID-19, GROWING BY 25.1% TO 1,050,976 (WITH AN INCREASE OF OVER 210,000 PLAYERS IN JUST ONE SEASON).



### IMPLEMENTATION OF THE HEALTH PROTOCOLS

CONSIDERING PROFESSIONAL FOOTBALL (TEAM GROUPS AND REFEREES), NATIONAL AND WOMEN'S TOP FOOTBALL, IT IS ESTIMATED THAT IN THE FIRST TWO SPORTS SEASONS WITH COVID-19 IMPACT (2019-2020 AND 2020-2021) ALMOST 530,000 PCR AND SEROLOGICAL TESTS WERE CARRIED OUT, IN APPLICATION OF THE HEALTH PROTOCOLS IMPLEMENTED BY THE FIGC.



### DIRECT AND INDUCED IMPACT

The pandemic has produced important negative effects on the entire supply chain activated by the Football System and on the 12 product sectors involved: in 2020 the impact on GDP at a direct, indirect and induced level decreased by 18.1% (from € 10.1 to € 8.2 billion), while employment activated by football fell by 22.4% (from 121,737 to 94,462 jobs).



2021 marked an important year of recovery: the contribution produced on national GDP by the Football System reached € 10.2 billion (an increase of about 2 billion) while the percentage impact on GDP is back to 0.58%, a figure in line with the results pre-pandemic.

The employment activated by football in 2021 grew by 18.6%, up to 112,047 jobs, which is still about 10,000 units lower than the pre COVID-19.





## THE WORSENING OF THE ECONOMIC PROFILE OF PROFESSIONAL FOOTBALL

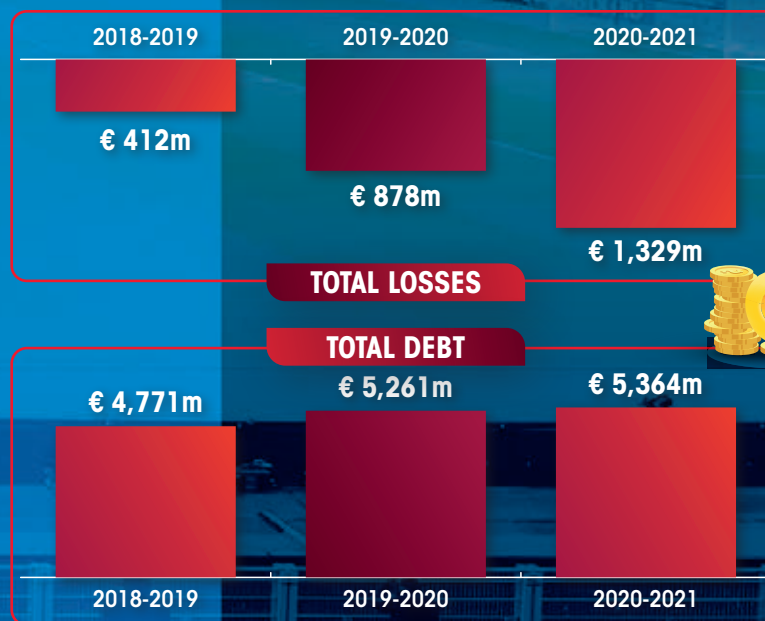
⊗ The economic profile of professional football during the period of the COVID-19 pandemic significantly worsened: **total losses went from € 412 million in 2018-2019 to 878 million in 2019-2020 and up to 1.3 billion in 2020-2021.**

⊗ The impact of COVID-19 was clear, particularly regarding **gate receipts at stadiums** (almost zero in 2020-2021, compared with € 341 million in 2018-2019). In overall terms, **the value of the final product went from € 3.9 million in 2018-2019 to 3.54 million in the COVID-19 period** (average from 2019-2020 and 2020-2021), showing a drop of 9.3%.

⊗ Besides the reduction in revenue, which is partly attributable to the impact of the pandemic, there was a significant contribution to the **increase in losses from the continued increase in employee costs and depreciation/amortization.** Average staff wages in the two seasons impacted by COVID-19 (2019-2020 and 2020-2021) were 2.23 billion, an increase of 7.9% on 2018-2019, while depreciation/amortization went up by 24.5% (going from € 962 to 1,198 million).

⊗ In financial terms, **debt went up from € 4.8 billion in 2019 to almost 5.4 billion in 2020-2021.**

	2018-2019 (No COVID-19)	2019-2020 (Impact of COVID-19 from March 2020)	2020-2021 (Impact of COVID-19)	Average 19-21	% change vs 18-19
Gate receipts	€ 341m	€ 266m	€ 28m	€ 147m	-56.9%
Sponsors and other commercial activities	€ 735m	€ 631m	€ 733m	€ 682m	-7.2%
Broadcasting rights	€ 1,383m	€ 1,190m	€ 1,745m	€ 1,467m	+6.1%
Other revenues	€ 544m	€ 552m	€ 618m	€ 585m	+7.6%
Profit on disposal of players	€ 894m	€ 824m	€ 482m	€ 653m	-26.9%
<b>Value of production</b>	<b>€ 3,897m</b>	<b>€ 3,463m</b>	<b>€ 3,607m</b>	<b>€ 3,535m</b>	<b>-9.3%</b>
Employee costs	€ 2,068m	€ 1,956m	€ 2,505m	€ 2,231m	+7.9%
Depreciation and Amortisation	€ 962m	€ 1,184m	€ 1,213m	€ 1,198m	+24.5%
Other costs	€ 1,279m	€ 1,201m	€ 1,218m	€ 1,210m	-5.4%
<b>Total costs</b>	<b>€ 4,309m</b>	<b>€ 4,341m</b>	<b>€ 4,936m</b>	<b>€ 4,639m</b>	<b>+7.6%</b>
<b>Net result</b>	<b>- € 412m</b>	<b>- € 878m</b>	<b>- € 1,329m</b>	<b>- € 1,103m</b>	<b>&lt;100%</b>
<b>Total debt</b>	<b>€ 4,771m</b>	<b>€ 5,261m</b>	<b>€ 5,364m</b>	<b>€ 5,313m</b>	<b>+11.3%</b>
<b>Net assets</b>	<b>€ 682m</b>	<b>€ 714m</b>	<b>€ 713m</b>	<b>€ 714m</b>	<b>+4.6%</b>
<b>Net financial position</b>	<b>- € 1,173m</b>	<b>- € 1,299m</b>	<b>- € 1,319m</b>	<b>- € 1,309m</b>	<b>+11.6%</b>





## COMPARISON OF SPECTATORS BY COMPETITION FOR MATCHES PLAYED IN ITALY



## IMPACT OF THE COVID-19 HEALTH EMERGENCY ON STADIUM ATTENDANCES

- A decrease of 4.2 million spectators at stadiums for top-level competitions between 2018-2019 and 2019-2020, while in 2020-2021 the attendance at stadiums was just **148,248 spectators** (compared to over 16 million in the period pre-COVID-19).
- Potential spectators "lost" due to the pandemic amounted to **23.1 million**, with an impact in terms of unrealized potential ticketing revenue equal to € 513.3 million.

## THE ECONOMIC IMPACT OF MATCHES BEHIND CLOSED DOORS (aggregate data for 19-20 and 20-21 seasons)

	Potential spectators lost	Unrealized potential ticketing revenues
Serie A	13.1m	€ 349.5m
Serie B	3.3m	€ 26.7m
Serie C	4.0m	€ 38.4m
Coppa Italia and European Cups	2.7m	€ 98.7m
<b>TOTALE</b>	<b>23.1m</b>	<b>€ 513.3m</b>

## NEARLY TWO YEARS OF MATCHES BEHIND CLOSED DOORS

From June 2020 (resumption of professional football after months of lockdown) all the matches were played without spectators.

The worsening of the pandemic led to another total closure of the stadiums starting from the end of October 2020.

The 2021-2022 season began in August with the increase of capacity to 50%, and in October it went up to 75%.

In February 2022 it progressively rose to 50% and 75%.

September 2020 was the first occasion in which spectators were allowed back into stadiums, with a maximum of 1,000 per match.

The first match with the return of spectators was the final of the Coppa Italia, played in Reggio Emilia on 19 May 2021 between Atalanta and Juventus, with a 20% stadium capacity limit.

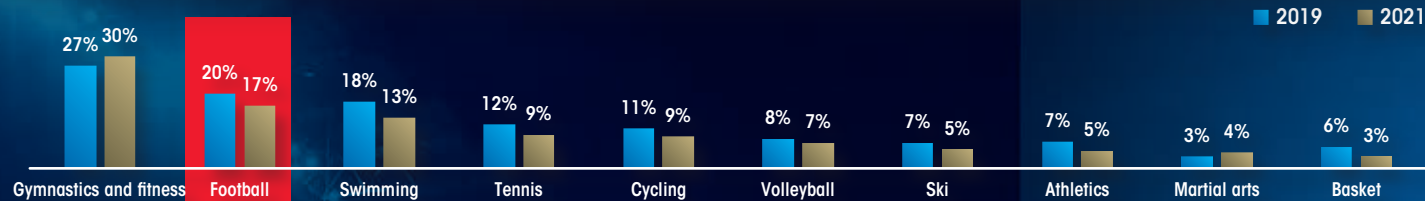
In January 2022, due to the worsening of the situation, capacity limits returned to 50% and then to a limit of 5,000 spectators.

Starting from the FIFA World Cup play-off between Italy and North Macedonia in Palermo on 24 March 2022, capacity finally returned to 100%.



# COVID-19 IMPACT ON FOOTBALL

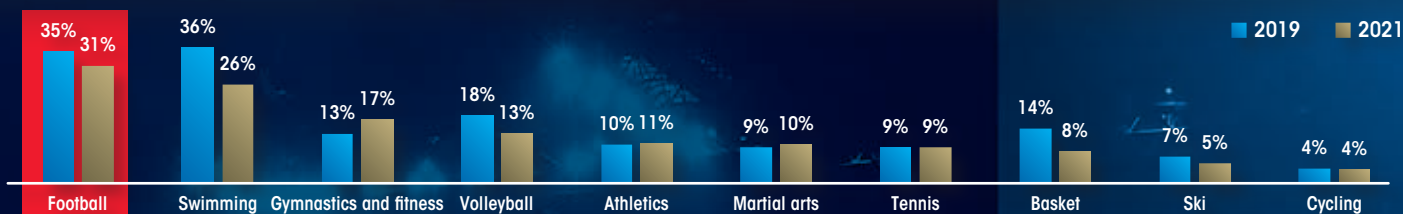
## COMPARISON OF SPORTS PRACTICE IN ITALY – TOP 10 SPORTS (POPULATION OVER 18)



## SPORTS PRACTICE OVER 18

Due to the impact of COVID-19, almost all major sports experienced a decrease between 2019 and 2021; football, specifically, lost 3% (from 20% to 17%).

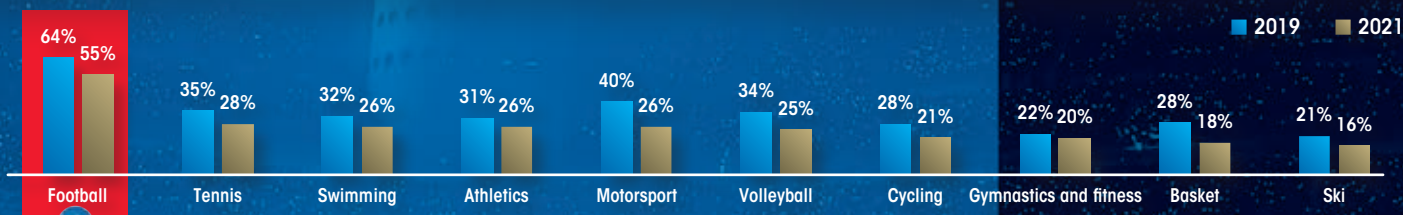
## COMPARISON OF YOUTH SPORTS PRACTICE IN ITALY – TOP 10 SPORTS (POPULATION UNDER 18)



## UNDER 18 SPORTS PRACTICE

Compared to the average for other Italian sports, the impact on football is less pronounced, with the incidence dropping by just 4% allowing this sport to stand out as the leading sport in Italy in terms of youth participation.

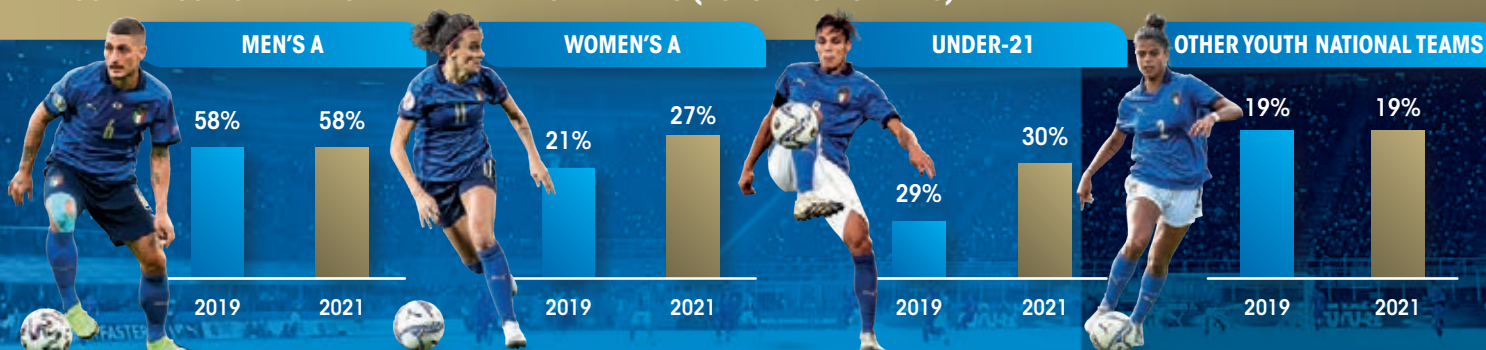
## COMPARISON OF INTEREST IN SPORT IN ITALY – TOP 10 SPORTS DISCIPLINES (POPULATION OVER 18)



## INTERESTED GENERATED BY SPORT

Partly due to the impact of COVID-19, a worrying downward trend in the main levels of interest in all Italian sports disciplines emerges: between 2019 and 2021, specifically, interest in football decreased by 9% (from 64% to 55%).

## COMPARISON OF INTEREST IN ITALIAN NATIONAL TEAMS (POPULATION OVER 18)



## INTERESTED GENERATED BY THE NATIONAL FOOTBALL TEAMS

Thanks in part of the victory at UEFA EURO 2020, the impact of the health emergency on the interest generated by the National Teams appears to be more limited; in 2021, the Men's A National Team stands at 58%, the same level as in 2019, while the Women's A National Team continues its important upward trend in the level of interest, rising from 21% in 2019 to 27% in 2021.

Source: UEFA/Kantar Media - online survey conducted in December 2021 on a representative sample of 1,000 people (over 18)



## MAIN MEASURES TAKEN BY FIGC FOR THE SAFEGUARDING AND SUSTAINABILITY OF ITALIAN FOOTBALL (2020 AND 2021)

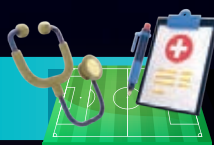
The aim of the measures put in place by FIGC was to ensure the health and safety of players, match officials, staff members and everyone working in the game, whilst at the same time moving football towards a gradual return to activity in keeping with all health protocols, thus ensuring competitions were completed and the economic and financial sustainability of the entire Italian football industry was maintained.

The pandemic and its significant socio-economic impact saw FIGC act in accordance with various strategic guidelines:

### PROTECTING HEALTH, SPORTING CONTINUITY AND MODIFICATIONS TO THE REGULATORY FRAMEWORK

- ⊗ A medical task force was created, coordinated by the newly formed FIGC Medical-Scientific Committee, whose structure is made up of leading national and international experts in infectious diseases.
- ⊗ Specific health protocols were defined for football activity (training and matches) across all levels (professional, amateur, youth, women's, Paralympic and experimental) in order to safeguard all registered members, as well as regularly updating the protocols and the implementation of ad hoc sanctions for when they are not adhered to.
- ⊗ FIGC created an inspection body within the **FIGC Prosecutor's Office** to ensure that the guidelines in the Association's health protocols, as well as those approved by the government, were being followed. Inspections were carried out in the summer of 2020 at the training facilities of all clubs in Serie A and Serie B, as well as the teams competing in the playoffs and playouts in Serie C and Women's Serie A. FIGC also incorporated 31 new collaborators within the FIGC Prosecutor's Office in order to reinforce the inspection body's expertise and professionalism in terms of health and medical matters.
- ⊗ The fruitful collaboration with the Italian government led to the validation of protocols, the introduction of health measures for sports-related travel across the country, as well as the creation of an "Extraordinary Procedure" for determining league positions in 2019-2020 and/or format modifications in 2020-2021 (Article 218 of the "Relaunch Decree"). In addition, a series of legislative measures were introduced to support the sports sector.

**Examples:** the introduction of the "National Sports Relaunch Fund" and the "Support for Amateur Sports Clubs and Associations Fund"; contributions towards amateur clubs and for sports workers (together with a compensation allowance of €600 per month from March 2020 onwards, which rose to €800 from November 2020); postponements for tax deadlines; suspension of rental and surface rights fees



FIGC  
MEDICAL  
TASK FORCE



SPECIFIC HEALTH  
PROTOCOLS



MANAGING  
THE LEGAL  
FRAMEWORK

for facilities; wages guarantee fund in derogation for workers insured by the Sports Professionals Retirement Fund with a gross annual salary below €50,000; the introduction of the "Save Sport Fund" (a percentage of the collection from sports bets), the "Professionalism in Women's Sports Fund" as well as tax credits for investment in sanitisation and safety in the workplace and for investment in advertising for professional sports leagues and clubs and amateur sports associations and clubs. The "Support Decree" of 16/9/21 also provided football clubs with €56 million to support sanitisation and the upholding of health protocols, whilst the Italian Recovery Plan (the National Recovery and Resilience Plan) allocated approximately €1 billion towards improving sports infrastructure at schools (€300 million) and the creation of sports facilities and well-equipped parks (€700 million), which aim to encourage social integration and inclusion. The impact on professional clubs' budgets of 3 government measures within the August decree (D.L. no. 104/2020) and in the 2021 budget law was also significant. These were the scope to suspend amortisation for 2020, revalue company assets and to suspend recapitalisation obligations relating to significant losses.

In October 2021, FIGC saw one of its requests granted by government authorities regarding the introduction of apprenticeships in the world of football, launched within the budget law. It is an act of strategic importance as it will allow investment in youngsters in order to look ahead to the future with confidence. For 2022, 2023 and 2024, national sports associations have been given the chance to run a so-called "operating surplus" as long as a 20% share is invested in infrastructure, developing youth activity and sporting activities for athletes with disabilities. Finally, paragraph 923 acknowledges the suspension of the terms relating to the payment of withholdings at source performed by interested subjects as withholding agents, to social security and welfare payments, the payment of VAT and income tax contributions.

- ⊗ Managing the legal framework of the various competitions, creating the conditions to conclude the professional championships in 2019-2020 as well as amateur, youth and women's competitions in 2020-2021 (starting with those of "prominent national interest"). The evolution of the pandemic once again caused part of the amateur and youth championships in 2020-2021 to be interrupted, while sporting activity resumed as normal in 2021-2022 at all levels.

- ⊗ Coordinating the restart of championships required a continuous adaptation of the regulatory framework, with a series of ad hoc measures designed to help clubs and encourage fair competition:

- The introduction (and subsequent approval) of the five subs rule (after the request submitted by FIGC to FIFA and its approval for trial by the IFAB) allowed for a more efficient management of squads, considering more congested calendars than before.
- In professional football, the amendments to the 2019-2020 season end dates (from 30 June to 31 August 2020) and the postponement of the start of the 2020-2021 season (from 1 July to 1 September 2020).
- Ratification of the new rules of registration and transfer of football players, which incorporate the guidelines from FIFA on the renegotiation of contracts with registered members and also implement modifications to the terms of professional player transfers in the changed conditions brought about by the pandemic.
- Updating and adapting the National Licensing system (by the postponement of deadlines and the remodulation of the fulfilment).



## SUPPORT FOR ITALIAN FOOTBALL



In 2020-2021, FIGC put together a large strategic financial support programme to help clubs, FIGC components and Italian football as a whole during lockdown and the resumption of sporting activity, which consisted of aid worth around **€ 70 million (€ 40 million in 2020 and € 30 million in 2021)**, most of which was geared towards professional grassroots football, amateur, youth and women's football, as well as to a solidarity fund for players, coaches and athletic trainers.

These financial support initiatives were directly taken on by FIGC through its own resources, without affecting the Association's financial solidity, thanks to the positive equilibrium achieved by FIGC's business management in recent years.

### BUDGET ALLOCATION 2020:

- ⊗ Introduction of the "Save Football Fund", whose total value amounts to **€ 21.7 million**:
  - 👉 up to **€ 5 million** for the support of Serie B clubs
  - 👉 up to **€ 5 million** for the support of Lega Pro clubs
  - 👉 up to **€ 5 million** for National Amateur League clubs
  - 👉 up to **€ 3 million** for players and up to **€ 3 million** for coaches and athletic trainers via a contribution to the Solidarity Fund for Players, Coaches and Athletic Trainers.
  - 👉 **€ 700,000** for the Women's Football Division, to support the clubs with the aim of restarting and completing the 2019-2020 season.
- ⊗ Total allocation of supplementary fees in 2020, approved by Sport e Salute in November, for a total amount of **€ 10.1 million**.
- ⊗ With regard to youth football, in particular, it was decided to reduce membership fees by almost 40% (with a total budget of **€ 1.3 million** from the Association), to introduce a non-repayable contribution to the 3,100 youth-only clubs (**€ 300,000**), to repay the compulsory insurance fee to clubs and families (30% of the annual premium, equivalent to **€ 1.65 million**) as well as to introduce free registration for women's U17 players.
- ⊗ Further contributions for football clubs for a total of **€ 2.5 million**, with the aim of distributing supplementary resources to clubs as a partial reimbursement for the additional expenditure during the period of the pandemic. **€ 15,000** was granted directly to every club in the professional leagues and **€ 6,000** to those in Serie D and men's and women's Serie A Futsal clubs.
- ⊗ A total of **1.25 million**, destined to the Solidarity Fund for Players, Coaches and Athletic Trainers and to the Solidarity Fund for Amateur Players and Coaches.



### BUDGET ALLOCATION 2021:

- ⊗ At the Executive Committee of 29 January 2021 a further allocation was approved in order to tackle the economic crisis generated by COVID-19, which outlined the distribution of a total of **of € 6.5 million** to support the promotion of youth football, subdivided as follows: **€ 2 million** for Lega Serie B clubs, **€ 2 million** for clubs in Lega Pro and **€ 2 million** for amateur clubs, with a further **€ 500,000** added for youth-only clubs. The FIGC president also initiated an assessment for a potential **€ 1 million** intervention to promote women's membership.
- ⊗ Resolution by the Executive Committee on 25 November 2021, which covered the allocation of extra funds to different sectors based on the following subdivision: **€ 2 million** to the Player and Coach Fund, **€ 3.5 million** to the National Amateur League, **€ 3 million** to Lega Pro, **€ 1.5 million** to Lega Serie B, **€ 1.5 million** to Lega Serie A and **€ 1 million** to clubs in the Women's Football Division. These contributions are added to those already allocated to Women's Serie D and Serie C (**€ 1 million**), Futsal (**€ 400,000**) and young referees (**€ 400,000**). In 2021, further resources were also allocated to supporting youth and amateur football as well as the youth refereeing sector through the final instalment of the 5% contribution from Sport e Salute (**€ 1.8 million**), the allocation to the National Amateur League of the revenue referred to in article 52 in the FIGC Internal Organisational Rules (**€ 0.9 million**) and the portion of the supplementary contribution assigned by Sport e Salute in 2020 that culminated in the issuing of vouchers for youth and promotional activity (**€ 2.5 million**). Contributions aimed at the 209 subdivisions of the Italian Referees' Association (**€ 1.8 million**) and clubs in women's Serie A and Serie B (**€ 1.1 million**) as well as funds allocated to the National Amateur league and Lega Pro relating to former Italian National Olympic Committee staff who moved to the Leagues (**€ 1.4 million**).
- ⊗ The support plan continued with an extraordinary intervention from FIGC and the Istituto per il Credito Sportivo (Sports Credit Institute) in order to support the liquidity of football clubs.





## SOCIAL RESPONSIBILITY (2020 AND 2021 INITIATIVES)



Support was given to the **#DISTANTIMAUNITI**, (**#FARAWAYBUTUNITED**) campaign designed by the Ministry for Youth Policies and Sport.

Involving the Azzurri and the Azzurre in the **#LEREGOLEDELGIOCO** (**#THERULESOFTHEGAME**) campaign, which looked to raise awareness about the correct steps to take in order to stem the spread of the virus.

**11  
RULES  
OF THE GAME**

**4.5 MILLION  
CONTACTS**  
ON FIGC SOCIAL MEDIA

**8.8 MILLION  
CONTACTS**  
ON ALL MEDIA  
CHANNEL

**OVER  
220,000  
INTERACTIONS**



The **#LOSCUDETTODEL CUORE** (**#SCUDETTOOFTHEHEART**) communication campaign symbolically awarded the 2020 Scudetto to all professionals working through the pandemic. The symbol of Italian sport became recognition for everyone who took to the pitch in the match against COVID-19, from doctors to civil protection volunteers, from the police to essential public service staff.

**21 MILLION  
CONTACTS**  
ON ALL MEDIA  
CHANNEL

**1.5 MILLION  
CONTACTS**  
ON FIGC  
SOCIAL MEDIA

FIGC MADE A **€100,000** CONTRIBUTION TO SUPPORT THE "LAZZARO SPALLANZANI" NATIONAL INSTITUTE OF INFECTIOUS DISEASES IN ROME.



In 2020, during the first few months of the pandemic, FIGC made the **FIGC Technical Centre of Coverciano** available to Florence's civil protection unit. The "National Teams' home" was renamed the "Casa della Solidarietà" (House of Solidarity) and for 40 days between 6 April and 15 May 2020, Coverciano hosted 48 COVID-19 patients who were able to stay in the rooms usually occupied by Azzurri and Azzurre on training camps.





The **UEFA Nations League** game between **Italy and Netherlands** in **Bergamo**, one of the Italian cities most affected by COVID-19, allowed a group of doctors and healthcare workers along with 243 mayors from the Bergamo province to attend the match. The institutional visit to the Monumental Cemetery in Bergamo along with a delegation from the Dutch Football Association before the game as a display of support for the region should also be noted.



**YES MASK!** an anti-COVID-19 campaign in collaboration with the **Bambino Gesù Paediatric Hospital** and National Team players to promote the online filter available on Instagram (Azzurri mask) and raise awareness about the importance of wearing a mask.



**OVER  
340,000  
IMPRESSIONS  
ON SOCIAL MEDIA  
CHANNELS**



**138** **FIGC** **INTEGRATED 20  
REPORT 21**



FIGC and the LAPS Foundation, a non-profit organisation founded in 2016 by Lapo Elkann, launched a new solidarity initiative called **#EILNOSTRODOVERE** - **#OURDUTY**, a fundraiser which wanted to contributed - with the involvement of the Italian National Teams - to forming a team together with all Italians a team to face the socio-economic crisis caused by the pandemic.

**OVER  
1.7 MILLION  
INTERACTIONS  
ON SOCIAL MEDIA**

**€ 183,738.10  
DONATIONS**

**€ 223,346.60  
FOODSTUFFS  
(100 TONS)**

**€ 7,000.00  
SANITIZERS  
(2,000 BOTTLES)**

**€ 414,084.70**

The campaign raised a total of **€414,085**, all of which went to the Italian red cross and food banks to support those most in need following the COVID-19 pandemic (children and adults).



The project won the **UEFA Foundation For Children Awards 2021**, with a prize of **€52,630**.



INSTITUTIONAL VISITS TO THE MAIN ITALIAN HOSPITALS INVOLVED IN THE FIGHT AGAINST COVID-19 AS A SYMBOL OF GRATITUDE TO THOSE WORKING FOR THE GOOD OF THE COMMUNITY ON A DAILY BASIS:

LAZZARO SPALLANZANI  
HOSPITAL IN ROME



CORE,  
THE HAEMATOLOGY AND  
ONCOLOGY CENTRE AT  
REGGIO EMILIA HOSPITAL

MAGGIORE HOSPITAL  
IN PARMA



## INTERNATIONAL RECOGNITION



In 2021, the FIGC was awarded by the European Football Confederation as part of the UEFA GROW Awards, which recognise achievements and projects undertaken by national football associations in eight strategic development areas. The project submitted by the FIGC, **"GROWing football synergies to put COVID-19 offside"**, took first place in the category **"COVID-19 Community Initiative"**, which brings together social responsibility initiatives during the pandemic that involved civil society.



### THE MOTIVATION FOR THE AWARD:

*"Following the outbreak of the pandemic, the FIGC was able to use the power of football to provide comprehensive support to society through 11 projects in three areas: raising awareness of correct behaviour to minimise the spread of the infection, supporting the local region by opening the FIGC Technical Centre in Coverciano to COVID-19 patients, and contributing to fundraising for medical treatment and equipment."*



INTEGRATED 20  
REPORT 21



139



## SPORTS FACILITIES

### INVESTMENT SUPPORT: FIGC-ICS AGREEMENT



Management of a **€90 million interest-free funding scheme** for local bodies and clubs, to be used for **infrastructural work** on Italian stadium and sports facilities.

Infrastructural work  
linked to the agreement

# 6 STADIUMS

for an overall  
investment worth

# € 9.3MLN



STADIUMS:

- ➔ GIUSEPPE MOCCAGATTA - ALESSANDRIA
- ➔ GIOVANNI ZINI - CREMONA
- ➔ PAOLO MAZZA - FERRARA
- ➔ NEREO ROCCO - TRIESTE
- ➔ PINO ZACCHERIA - FOGGIA
- ➔ DACIA ARENA - UDINE

### TRAINING: FIGC-POLIMI AGREEMENT



Organisation of the fifth edition of the **SPORT DESIGN and MANAGEMENT Master's Course**, which aim to train professionals in the field of programming and the design of innovative and virtuous models of management in the field of sports infrastructure.



### MANAGEMENT MODULE: MOST RELEVANT SPEAKERS



UEFA



BARCELONA



GALATASARAY



JUVENTUS



ATALANTA



ESPANYOL



AJAX



FROSINONE



UDINESE



CAGLIARI



TORINO



CREMONESE



NOVARA



BENFICA



ARSENAL



OGC NICE



LIVERPOOL



SPAL



BOLOGNA



BILBAO



QATAR 2022



MILANO CORTINA  
2026



AVIVA  
STADIUM



KPMG



NIELSEN SPORTS



SKY



MEDIASET

140 INTEGRATED REPORT 2021



## FOOTBALL AND ENVIRONMENTAL SUSTAINABILITY: TACKLE PROJECT

### THE PROJECT

- ⊕ Programme delivered in collaboration with **seven national and international partners**, including FIGC, based in Sant'Anna High School, Pisa.
- ⊕ **European Commission project funded by the LIFE programme.**
- ⊕ Objective: to improve the management of football events from the standpoint of **environmental protection** and focus attention on **environmental issues in football**, engaging with key stakeholders.
- ⊕ Ahead of UEFA EURO 2020, the TACKLE project developed **Guidelines for Environmental Management** at sports facilities.



### ACTIVITY IN 2021

Publication of the **the Report on the environmental management of professional football events**, which analyses the organisational model for some football organisations in 11 European countries (football associations, clubs and stadium owners).

Identification of over **80 types of actions and strategies** to be applied in the organization of sporting events and environmental management of facilities, which were developed through a series of pilot tests held in six European countries and at 12 venues, including the Stadio Olimpico in Rome.



Launch of **a dissemination campaign** to raise awareness among the various interested parties regarding the need to improve the management of football and sporting events in terms of environmental sustainability.



**Information corner** regarding the project at Casa Azzurri, the format of events that accompanied the National Team in Rome at UEFA EURO 2020 and the organization of the workshop on **Football and Sustainability**.



Launch of a survey to ascertain the **level of awareness about environmental management** among the public, spread among fans present at the stadium at some matches, including Italy v Switzerland at the Stadio Olimpico on 12/11/2021.

Receiving a prestigious award from the European Parliament: **Social Media Campaign #VOGLIOUNPIANETACOSÌ**



In-depth analysis of **pilot projects held at 11 European stadiums** (the Stadio Olimpico in Rome, the Luigi Ferraris in Genova, Mapei Stadium in Reggio Emilia and the Paolo Mazza in Ferrara for Italy), along with the introduction of **good practices in their respective governance** (new green professions, variations in management processes, plans for measuring and controlling activities and stakeholder involvement).

As part of the overall framework for LifeTACKLE-related initiatives, an **environmental audit** of the FIGC Technical Centre in Coverciano was also launched.

**Other measures taken by FIGC** regarding environmental sustainability:



Measures aimed at reducing energy and paper consumption (using electronic documentation rather than paper versions).



Recycling (paper, plastic and glass).



Strategy for procuring and buying goods in line with the green procurement model (recycled and recyclable materials).



Recycling used batteries and toner.



## CASE STUDY: THE POTENTIAL OF FUTURE NEW STADIUM PROJECTS



**13 PROJECTS**  
IN THE PLANNING/OR  
IMPLEMENTATION PHASE

**INVESTMENT**  
**€ 2.5 billion**

**ALMOST 386,000  
SEATS**

**ESTIMATED INCREASE IN  
STADIUM ATTENDANCE:**  
**+ 3.2m**



**STADIUM  
REVENUES INCREASE:**  
**+ € 193.5m (+136.1%)**

**TOTAL STADIUM REVENUES:**  
**€ 335.6m**

**EMPLOYMENT IMPACT:**  
**OVER 11,500 JOBS ACTIVATED**





## TECHNOLOGICAL INNOVATION



### VIDEO ASSISTANT REFEREE (VAR) VIDEO ASSISTANCE TECHNOLOGY FOR MATCH OFFICIALS

OCTOBER  
2014

For the first time FIGC expresses its interest in introducing on-field technology to FIFA

2015  
2016

Introduction of Goal line Technology (GLT) in Serie A.

In 2015-2016 and 2016-2017, Serie A was the only league in the world to use both Goal-Line referees and Technology

MAY  
2016

IFAB grants the request of FIGC/Lega Serie A to join testing part programme

JULY  
2016

Agreement signed between FIFA, IFAB and Lega Serie A, specifying the timeline of testing, the competitions involved and the budgeted costs

AUGUST  
2016

Appointment of Hawk-Eye as supplier, same provider used by Serie A for Goal Line Technology

SEPTEMBER  
2016

Video Assistant Referee testing:

- ✦ Milestone first FIFA trial in Italy v France friendly match (Bari, september 2016)
- ✦ Additional trials in 2 further Italian National team friendly matches in 2016
- ✦ "Offline" testing in Serie A from october 2016
- ✦ Training for 22 referees/VARs (210 hours of training and 60 matches analysed)
- ✦ From january 2017 on-line testing began in 5 Youth National team friendly matches
- ✦ Final Eight Primavera Championship: introduction of online VAR in 2016-2017

JUNE  
2017

AUGUST  
2017

IFAB grants final approval for Video Assistant Referees to be used in Serie A and the Coppa Italia in the 2017-2018, one year in advance of initial predictions

- ✦ Italy was the 7<sup>th</sup> COUNTRY to begin testing and the 3<sup>rd</sup> COUNTRY to be authorised to officially introduce VAR

DECEMBER  
2017

Coverciano protagonist

In December 2017 the the "VAR simulator" was created in Coverciano. It was the first learning facility in the world designed to perfect the use of on-field technology and was made available to other Associations and international organisations.

## VIDEO ASSISTANT REFEREE - TIMELINE





2020

FIGC inform FIFA it is available to immediately experiment the **challenge** function (the teams' call of **the on-field review**) in accordance with the timing and mosinceities IFAB might set.

Introduction of the **"VAR PRO"**: former referees that have just retired can carry on working as **"VAR experts"**.

2021

**Use the VAR in Serie B**  
(starting from the season 2021-2022)

Construction of the **Single VAR Centre**, developed by Lega Serie A in synergy with the FIGC in the El Towers complex in Lissone (MB). In the structure where VAR and AVAR converge for the analysis of the weekly Serie A matches; in an area of about 750 square meters are located 12 VAR rooms connected with all the Serie A and B stadiums, supervisor station, technical rooms, offices, relax area, services, video shooting space, plus a multifunctional course/conference room, with over 250 km of cables and in which 30 people work permanently, with peaks of 80 on race days.

## USE OF VAR IN SERIE A AND COPPA ITALIA MATCHES IN THE LAST FOUR YEARS

SEASON	2017-2018	2018-2019	2019-2020	2020-2021	% Var 20-21
<b>380 Serie A Tim matches</b> <b>17 Coppa Italia matches</b>	<b>397</b>	<b>397</b>	<b>397</b>	<b>397</b>	
<b>Incidents checked</b>	<b>2,023</b> (5.1 ck/Match)	<b>2,658</b> (6.7 ck/Match)	<b>2,864</b> (7.2 ck/Match)	<b>2,546</b> (6.4 ck/Match)	<b>-11%</b>
<b>VAR Interventions</b>	<b>112</b> (1 every 3.4 Match)	<b>148</b> (1 every 2.7 Match)	<b>159</b> (1 every 2.5 Match)	<b>147</b> (1 every 2.7 Match)	<b>-8%</b>

VAR INTERVENTIONS	2017-2018	2018-2019	2019-2020	2020-2021	% Var 20-21
<b>TOT. Corrections</b>	<b>117</b> (1 every 3.3 Match)	<b>111</b> (1 every 3.6 Match)	<b>146</b> (1 every 2.7 Match)	<b>140</b> (1 every 2.8 Match)	<b>-4%</b>
<b>Corrections O.F.R.</b>	<b>76</b>	<b>72</b>	<b>106</b>	<b>85</b>	<b>-20%</b>
<b>Confirmations</b>	<b>18</b>	<b>37</b>	<b>13</b>	<b>7</b>	<b>-46%</b>
<b>Overrule</b>	<b>41</b>	<b>39</b>	<b>40</b>	<b>55</b>	<b>38%</b>









## ENHANCING THE INTERNATIONAL DIMENSION

FIGC continued the important process of enhancing the **international dimension**, based on a strategy encompassing **4 key pillars**:

### 1 COLLABORATION WITH NATIONAL AND INTERNATIONAL BODIES

**Agreement with the European Commission Representation in Italy**, with the aim of developing projects aimed at improving inclusion and social responsibility, good sports governance, the fight against doping, and sustainability.



With the aim of strengthening the role played by Italy's blue jersey and exporting the *Made in Italy* image, the players of the National Team took part in an advert with the **Ministry of Tourism** shot in Coverciano, bearing the slogan: "Noi scegliamo l'Italia! Sempre!" ("We choose Italy! Always!").

MINISTERO  
DEL TURISMO  
REPUBBLICA ITALIANA

ITALIA  
AGENZIA NAZIONALE  
TURISMO



## 21 INTERNATIONAL CONVENTIONS SIGNED BY FIGC

OBJECTIVE: PROMOTE THE TECHNICAL DEVELOPMENT AND PRACTICE OF FOOTBALL IN THE COUNTRIES INVOLVED





2

## INTERNATIONAL RECOGNITION (2021)

For the second year in a row, striker **BARBARA BONANSEA**, who plays for Juventus and the National Team, was included in the **"FIFA FIFPRO Women's World 11"**, the team of the year voted by thousands of professional players.

# FIFA FIFPRO | 11



Other **international awards related to the UEFA EURO 2020 victory** (analysed in the chapter on the European title won by the Mancini national team).



3

## REPRESENTATION IN LEADING INTERNATIONAL BODIES

In April 2021, FIGC President **Gabriele Gravina** was **elected to the UEFA Executive Committee**, in Montreux during the 45<sup>th</sup> Ordinary UEFA Congress, receiving 53 votes out of 55 and being the most voted individual out of the candidates. He will be part of the Executive Committee for the next four years. Italy also celebrated Evelina Christillin's reelection as a female member of the FIFA Council with 33 votes out of 55.



FIFA

# 19 3

The **number of Italians in the most important international bodies** remains very high: overall in 2021 there were 19 Italian members on UEFA Committees and Panels, and a further three on FIFA Committees and Panels.

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147



# 4

## MANAGEMENT OF INTERNATIONAL FUNDING PROGRAMMES



### MAIN PROJECTS

#### FIFA FUNDING



Nearest to you – Women's Football Promotion and integrated marketing	FIFA Forward - Tailor-Made Project 2019-2022
Nearest to You - Enhancing Women's Serie A and Serie B clubs youth sectors	FIFA Forward - Tailor-Made Project 2019-2022
Engaging by Innovating – Implementation of a Customer Relationship Management (CRM) and new digital platform	FIFA Forward - Tailor-Made Project 2019-2022
Towards the Digital Era - Simplification of sports justice and Professional Football Financial Control Committee	FIFA Forward - Tailor-Made Project 2019-2022
COVID-19 PCR Tests on Match Officials	FIFA COVID-19 Relief Plan - Solidarity Grant
COVID-19 Support Programme (Women's Football Division)	FIFA COVID-19 Relief Plan - Women's Football Grant

#### EUROPEAN UNION FUNDING



### Erasmus+



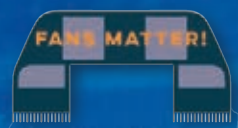
**LIFE TACKLE:** aims to make football events more environmentally sustainable



**GREEN SPORTS HUB EUROPE:** aims to lead sports in a transition to a circular economy



**FOOTBALL FOR A BETTER CHANCE 2.0:** a training course aimed at combating the social and economic marginalisation of young people who belong to the most disadvantaged sections of society



**FANS MATTER,** which aims at the capacity building of non-professional clubs through fan engagement

#### UEFA FUNDING



The Magical Tournament of Ragazze in Gioco	UEFA HatTrick IV - Incentive Payments - Grassroots Charter - Project for additional funding 2021-2022
OneTwo & Shoot!	UEFA HatTrick V - Incentive Payments - Football in Schools (Grassroots Charter) 2021-2022
Youth Women's Competitions Under 15 and Under 17 Championships	UEFA HatTrick V - Incentive Payments - Women's Football Development Programme 2021-2022
Esordienti Fair Play Élite + Under 13 and Under 14 Fair Play Pro	UEFA HatTrick V - Incentive payments - Élite Youth Football Development Programme 2021-2022
Coaching convention educational programme and introduction of courses for UEFA Futsal B, UEFA Goalkeeper A and UEFA Elite Youth A from 2021-2022	UEFA HatTrick V - Incentive payments - Coaching Convention 2021-2022
I Play BETter 3rd edition	UEFA HatTrick V - Incentive Payments - Anti match-fixing and integrity activities 2021-2022
Italian Cascading FDEP Workshop 1	UEFA HatTrick V - Incentive Payments - Football and Doctor Education Programme (Good Governance) 2021-2022
Talent&Mentor - Creation of mentorship programme for the development of key talents	UEFA HatTrick V - Incentive payments - Referee Convention 2021-2022
Gerico 2.0 Coordinated Refund Management	UEFA HatTrick V - Incentive Payments - Good governance projects (Good Governance) 2021-2022
FIGC Anti-discrimination plan	UEFA HatTrick V - Incentive payments - Football and Social Responsibility Programme 2021-2022
COVID-19 PCR Tests on Match Officials	UEFA HatTrick V - Incentive Payments 2020-2021
FIGC Play Clean Programme for prevention and fight against doping	UEFA HatTrick V - Incentive payments - Antidoping education activities (Good Governance) 2021-2022
Paralympic and Experimental Football Division	UEFA HatTrick IV - Investment Projects
"All in play" - grassroots and educational activity within Italian schools	UEFA HatTrick IV - Investment Projects
Speeding up the Italian FA's Business Growth investing in technology and digitalisation to support internal processes and provide transparency	UEFA HatTrick V - Investment Projects
A new image of the Italian FA: digital and social media campaigns, events and other activities to communicate the values of Italian football	UEFA HatTrick V - Investment Projects







# ITALIAN FOOTBALL: AN INTERNATIONAL EXCELLENCE

In 2019-2020 in FIGC is ranked...



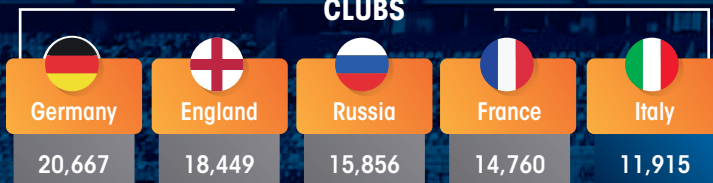
**... FIFTH IN EUROPE**  
IN TERMS OF REGISTERED PLAYERS  
AND FOOTBALL CLUBS



**FOURTH IN EUROPE** IN  
TERMS OF NUMBER OF TEAMS



## CLUBS



## PLAYERS



## U18 PLAYERS



ITALIAN FOOTBALL ALSO CONTINUES TO REPRESENT  
EXCELLENCE AT THE INTERNATIONAL LEVEL WITH REGARD  
TO COACHES AND REFEREES

## ITALIAN REFEREES - INTERNATIONAL RECOGNITION



The IFFHS World's Best Referee award – given to the best referee on the planet by the International Federation of Football History and Statistics – **has been won by Italy more times** than any other country (10), ahead of Germany (6).

Throughout history, **Italian referees have officiated 31 finals** in World Cups, European Championships, Olympics and European club competitions – a world record. The most recent to do so was **Daniele Orsato**, who refereed the 2019-2020 UEFA Champions League final.

## NATIONALITY COMPARISON OF THE WINNING REFEREES BETWEEN 1987 AND 2021

Country	Number of awards	Awarded Referees
	10	6 Pierluigi Collina, 2 Nicola Rizzoli, 1 Roberto Rosetti, 1 Daniele Orsato
	6	3 Markus Merk, 2 Felix Brych, 1 Aron Schmidhuber
	5	4 Sándor Puhl, 1 Viktor Kassai
	3	2 Howard Webb, 1 Mark Clattenburg
	2	1 Horacio Elizondo, 1 Néstor Pitana
	2	1 Romualdo Filho, 1 José Roberto Wright
	2	2 Peter Mikkelsen
	2	2 Michel Vautrot
	1	1 Pedro Proença
	1	1 Damir Skomina
	1	1 Massimo Busacca

## COMPARISON OF MAJOR FOOTBALL EVENT FINALS BY NATIONALITY OF REFEREE (UPDATED FOR 2020-2021)

Competition	Finals refereed by Italian referees	Other major countries
FIFA World Cup	3 (1978, 2002 and 2014)	England (4), France, Argentina and Brazil (2), 8 more countries (1)
Olympic Games	3 (1960, 1968 and 1996)	England (5), Netherlands (3), France, Germany and Australia (2), 8 more countries (1)
UEFA European Championship	3 (1976, 1996 and 2008)	England (3), 10 other countries (1)
European Cup/ UEFA Champions League	8 (1968, 1970, 1988, 1991, 1999, 2000, 2013 and 2020)	Germany (9), England and Switzerland (6), France and Netherlands (5), 14 other countries (between 4 and 1)
UEFA Cup / Europa League	5 (1974, 1979, 2004, 2010 and 2019)	Germany (10), Spain (9), Netherlands (8), France and England (5), 19 other countries (between 4 and 1)
Cup Winners' Cup	9 (1967, 1981, 1983, 1985, 1987, 1992, 1995, 1996 and 1998)	Germany (7), Austria (4), Netherlands, Switzerland and Hungary (3), 9 other countries (between 2 and 1)
<b>TOTAL</b>	<b>31</b>	Germany (30), England (25), Netherlands (20), France (17), Spain (16), Switzerland (15), 30 other countries (between 11 and 1)

150



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Former referee **PIERLUIGI COLLINA** in 2020 was named **best referee** in the history of football by **France Football**.

ITALY REPRESENTS (AFTER SPAIN AND ON EQUAL WITH GERMANY) **THE EUROPEAN BENCHMARK FOR NUMBER OF INTERNATIONAL REFEREES**, AND IS THE **SECOND COUNTRY IN EUROPE FOR THE NUMBER OF FEMALE REFEREES** (1,782 FEMALE REFEREES, WITH ONLY GERMANY SURPASSING ITALY)

#### INTERNATIONAL REFEREES IN EUROPE - TOP 5 2020-2021



IN 2020-2021 ITALIAN MATCH OFFICIALS REFEREED A TOTAL OF **119 MATCHES ABROAD**, INCLUDING **62 UEFA CHAMPIONS LEAGUE AND EUROPA LEAGUE MATCHES**, **49 NATIONAL TEAM MATCHES** AND **8 FOREIGN CLUB COMPETITION MATCHES**

FIGC is...



**... THIRD IN 2019-2020**  
IN TERMS OF LICENCES COACHES



**CARLO ANCELOTTI** is the **first coach in the history of football to have won the five major European championships** (Premier League, Bundesliga, LaLiga, Serie A and Ligue 1), as well as **the coach with the most Champions Leagues won** (four, including the cup won with Real Madrid in May 2022) and the only coach together with Sir Alex Ferguson to have surpassed 100 matches won in the Champions League.

## ITALIAN COACHES - INTERNATIONAL RECOGNITIONS

Italian coaches are the most successful in Europe (number of European trophies as of 31/12/2021)

#### TOP 16

Rank	Coach	Country	Cups
1	Carlo Ancelotti	Italy	7
2	Giovanni Trapattoni	Italy	6
	Alex Ferguson	Scotland	6
3	Bob Paisley	England	5
	Josep Guardiola	Spain	5
	Zinédine Zidane	France	5
	Nereo Rocco	Italy	4
	Arrigo Sacchi	Italy	4
	Johan Crujff	Netherlands	4
	Raymond Goethals	Belgium	4
4	Louis van Gaal	Netherlands	4
	Rafael Benítez	Spain	4
	Jupp Heynckes	Germany	4
	Josè Mourinho	Portugal	4
	Unai Emery	Spain	4
	Diego Simeone	Argentina	4

#### BREAKDOWN BY COUNTRY



NATIONAL TEAM COACH **ROBERTO MANCINI** RANKED SECOND IN THE **2021 FIFA BEST COACH AWARD**, THE MOST IMPORTANT RECOGNITION FOR A COACH IN THE WORLD (BEHIND ONLY CHELSEA COACH THOMAS TUCHEL), WHILE **ANTONIO CONTE** RANKED SEVENTH

IN THE RANKING OF **THE 50 BEST COACHES IN THE HISTORY OF FOOTBALL**, PUBLISHED BY FRANCE FOOTBALL, THERE ARE **SEVEN ITALIAN COACHES**, WITH **ARRIGO SACCHI** IN **THIRD PLACE** (BEHIND ONLY RINUS MICHELS AND ALEX FERGUSON) AND **CARLO ANCELOTTI** IN **EIGHTH**

THERE ARE **52,953 ITALIAN COACHES** WHO ARE **QUALIFIED AT THE TOP THREE UEFA LEVELS (PRO, A & B)**, A EUROPEAN BENCHMARK



## MAJOR EVENTS - UEFA EURO 2020



60

CELEBRATION  
OF 60 YEARS  
OF EUROPEAN  
CHAMPIONSHIPS

24

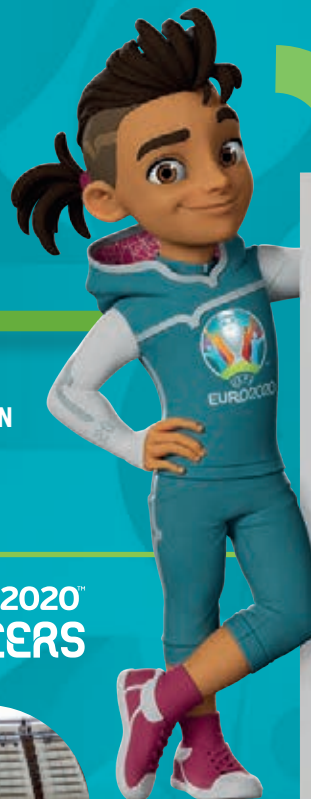
NATIONAL TEAMS  
PARTICIPATING

31

DAYS OF  
COMPETITION

- ❖ UEFA wanted to stage the tournament with a 24-team format **to celebrate 60 years of the European Championships**.
- ❖ As a result of the COVID-19 health emergency, **the event had to be postponed from June 2020 to June 2021**, and the number of host cities for the competition had to be reduced, **from the original 12 to the 11 ratified by the UEFA Executive Committee in April 2021**: Rome, Amsterdam, Baku, Seville (in place of Bilbao), Bucharest, Budapest, Copenhagen, Glasgow, London, Munich and St. Petersburg, with Dublin taken off the list of *host cities*.
- ❖ **The Stadio Olimpico in Rome hosted four matches** (with a stadium capacity of 25% and specific sanitary protocols): **the opening match between Italy and Turkey on 11 June**, along with the other two matches of the Italian National Team's group (Italy-Switzerland on 16 June and Italy-Wales on 20 June) and the quarter-final between England and Ukraine on 3 July.

### UEFA EURO 2020™ VOLUNTEERS



## UEFA EURO 2020 IN ROME

### ORGANISATIONAL ASPECTS

**500 PEOPLE**

involved in the local organising committee (FIGC, Government, Municipality of Rome, CONI, Sport e Salute, Roma airports).

**114 HUMAN RESOURCES FROM FIGC**

(6 employees and 108 collaborators) and 120 different event suppliers and partners, who in turn employed 4,240 people.

**3,662 APPLICATIONS**

received from the Roma EURO 2020 volunteer programme (Rome ranked third among the 11 host cities in terms of numbers of requests, with the aspiring volunteers hailing from 90 different countries, while 11 universities and master's courses were involved). The process entailed over 1,620 interviews, leading to the selection of 985 volunteers in Rome, 64% of whom were male and 36% were female. 86% of them came from 17 different regions in Italy, while 14% were from abroad, representing 45 different countries. The youngest volunteer was 18 and the oldest was 71.

**€ 9.3 million INVESTMENT**

was made in the Stadio Olimpico. The main areas of work were improvements in the press room, increased disabled seating and bathrooms, new services and areas for catering and an expansion in hospitality services.









## PLANNING AND MANAGING THE FOUR GAMES PLAYED AT THE STADIO OLIMPICO



☼ Starting with the **opening match of UEFA EURO 2020, on 11 June 2021** between **Italy and Turkey**, which also included the **opening ceremony for the tournament**, introducing the competition to the whole world.

☼ It was a unique experience for the almost **16,000 fans** in attendance and the billions of supporters tuning in all over the world.

☼ The ceremony kicked off with a video countdown covering **60 years of the UEFA EURO** in the form of a frenetic journey brimming with memories and emotions.

☼ The action then moved **on to the pitch**, where **Francesco Totti and Alessandro Nesta, two World Cup winners** who made their way into the history books in Rome, welcomed fans to UEFA EURO 2020.

☼ The following act, **EUROTriumph**, channelled the feeling of a joyous reunion among members of the European football family. The State Police's band performed Guglielmo Tell by Gioacchino Rossini.

☼ During the Guglielmo Tell rendition, along with professional ballerinas, the performers put on a display using giant helium balls, generating a visual dialogue with 12 aerial percussionists located around the stadium roof, bringing together the **24 Teams Celebration**, a dynamic and thrilling tribute to the spirit of peaceful competition and the beauty of sport. It was adorned by a spectacular light show and stunning fireworks.

☼ With **Italian President Sergio Mattarella** watching on, the next and final act involved the most successful classical artist of all time, **Andrea Bocelli**, who performed his world-famous aria Nessun Dorma on the pitch, while the 24 balloons formed a single cluster to then symbolically raise the spirit of the EURO to the sky, surrounded by an explosion of colourful special effects that filled the entire roof of the stadium.

☼ From the real to the virtual, **Martin Garrix, Bono** and **The Edge** performed **We Are The People**, the **official anthem of UEFA EURO 2020**, with a remote rendition that used cutting-edge technology to bring fans from all over the world closer together. It was then over to the stands, where the roar from the terraces at the Stadio Olimpico signalled the beginning of UEFA EURO 2020.





## CASA AZZURRI



The structure has joined Italy for major international tournaments since 1998 and has been a point of reference and precious promotional tool for all the National Team's partners.

For UEFA EURO 2020 in Rome, Casa Azzurri was set up at PratiBus District, and open to the public for the first time, with its 12-day run (from 9 to 20 June 2021) generating record results:

⚽ TOTAL SIZE OF **5,000** SQUARE METERS

⚽ **12,000** VISITORS

⚽ **22 MILLION** VIEWS ON SOCIAL MEDIA

⚽ **OVER 1,000** OFFICIAL PRODUCTS SOLD AT THE PUMA STORE

⚽ **75,000** GADGETS GIVEN OUT

⚽ **20** WORKSHOPS

⚽ **7** LIVE CONCERTS

⚽ **€ 1.7 MILLION** TOTAL COST OF THE PROJECT: covered in its entirety by FIGC sponsors



## LOTS OF FOOTBALL BUT ALSO LOTS OF GOOD MUSIC

Some of the biggest names in Italian music performed on the stage at Casa Azzurri: on 9 June, **Negramaro** stole the show on the opening evening, while **Alessandra Amoroso** and **Nek** took centre stage on 11 June and **Virginio**, **Arisa** and **Ermal Meta** performed on 15 June. Other performers at Casa Azzurri included the likes of **Noemi**, **Diodato**, **Mahmood**, **Valentina Parisse** e **Clementino**.

Broadcasters on **Radio Italia** entertained the guests on a daily basis with piano bars, DJ sets and karaoke, getting them involved in entertaining music and football-themed games with prizes.

**IN ADDITION, THERE WERE DOZENS OF TALKS, WORKSHOPS, APERITIFS AND DINNERS**, which so many notable faces from the worlds of sport, entertainment and culture took part in.

Supporters were also able to enjoy the **exhibition** through images and memorabilia linked to the National Team, a real **Azzurri gallery** split into four sections, curated by Matteo Marani, the president of the **Italian Football Museum Foundation**.

In the **2021 Bea-Best Event Awards**, Casa Azzurri took **first place** in the **Brand Activation** category and also earned a **special mention** in the **Best Effectiveness** bracket.



## UEFA EURO 2020 WAS A REGULAR GUEST AT "CASA AZZURRI"

On the big screens showed it was possible to follow up all the **group games** in the first European Championship tournament staged across several countries, including Italy's three group clashes against Turkey, Switzerland and Wales. Hundreds of people were united by their passion for Roberto Mancini's Italy as they celebrated goals by Ciro Immobile and teammates that secured the National Team's place in the round of 16.



Casa Azzurri also played host to the presentation for the institutional **communication campaign** in the battle against counterfeiting by the name of **"Se non è autentico non è calcio. L'originale vince sempre"** (If it isn't authentic, it isn't football. The original always wins), by the Italian Ministry of Economic Development with support from FIGC. The issue of counterfeiting was also key in relation to the regulatory intervention before the tournament. Thanks to UEFA EURO 2020, the process for **approving a law in the battle against ambush marketing in Italy** for the first time was sped up.



## ECONOMIC ASSESSMENT OF THE IMPACT OF UEFA EURO 2020 ON ROME

A study carried out by the Sapienza University of Rome analysed the economic impact of UEFA EURO 2020 on the city of Rome in order to quantify the direct, indirect and induced benefits of organising the **games at the Stadio Olimpico**:

⊗ The preparation and the development of the event have determined a total use of resources quantifiable in about **€ 97 MILLION** (0.5% of the GDP of the Lazio region).

⊗ A total of **55,795 SUPPORTERS** attended the matches, while at least an additional **80,000 people** went to the **Fan Zone** and **Football Village** in Piazza del Popolo and the **Public Viewing Area** in Fori Imperiali.

⊗ **59.2% of tickets** were sold **abroad**. The tourist flow into the capital was made up of around **33,000 foreign tourists from 119 countries**.

⊗ Overall, between 1 June and 15 July 2021, there were **179,201 tourists in Rome**, showing an increase of 40,083 on the month of May, when the figure stood at 139,118. The percentage increase is **28.81%** based on the average across the period of interest, with important repercussions on general consumption in terms of services offered in the city. For example, the ATAC estimated that the financial impact of the competition on the use of public transport was around € 520,000.

⊗ Besides tourists and supporters, the event also generated a significant boost among **staff working** on the competition, **224** of whom supported **TV broadcasters** (making a total of 4,867 nights at hotel), **34 members of UEFA staff** (2,654 nights at hotels) and **116 more people** were involved in **hosting the event**.



### THE FOUR UEFA EURO 2020 FIXTURES HELD AT THE STADIO OLIMPICO IN ROME

Date	Match	Phase	Attendance
11/06/2021	Turkey v Italy	Group A	14,085
16/06/2021	Italy v Switzerland	Group A	14,204
20/06/2021	Italy v Wales	Group A	13,551
03/07/2021	Ukraine v England	Quarter-final	13,919
			<b>TOTAL</b>
			<b>55,759</b>



### ATTENDANCE AT THE STADIO OLIMPICO BY FAN NATIONALITY

	Spectators	%
Italy	22,876	41%
Switzerland	6,140	11%
Germany	6,134	11%
England	5,022	9%
France	2,232	4%
Russia	1,118	2%
Ukraine	1,117	2%
Turkey	1,115	2%
Wales	1,114	2%
United States	558	1%
110 other countries	8,369	15%
<b>TOTAL</b>	<b>55,795</b>	<b>100%</b>

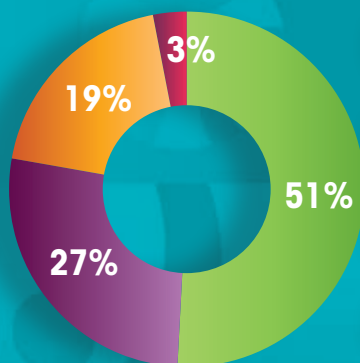
⊗ Revenue from **ticket sales** for the four matches was **€ 6.8 million**. Given that stadium attendance was limited to 25% because of the pandemic, it is possible to assume that without the pandemic, the result from ticket sales would have been around **€ 27.1 million**.

⊗ The direct impact of **fan spending within the tourism sector** in Rome is estimated to be **€ 25.8 million**.



## IMPACT OF UEFA EURO 2020 ON TOURISM IN ROME

€ 25.8 MILLION



HOTEL AND ACCOMODATIONS  
€ 13.1m

RESTAURANTS  
€ 6.9m

SHOPPING  
€ 4.9m

TRANSPORTATION  
€ 0.9m



- ✦ If the pandemic had not happened, the total figure relating to spending in the tourist sector could have been **between € 80 and € 100 million**
- ✦ Overall, the event generated an increase in **regional GDP of 0.08%** which amounts to **€ 168.8 MILLION**

## IMPACT ON REAL GDP AND ITS COMPONENTS

GDP	€ 168.8m
CONSUMPTION	
Family consumption	€ 68.9m
NPISH consumption	€ 0.8m
Public administration consumption	€ 101.0m
INVESTMENTS	
Gross	€ 12.8m
TRADE WITH THE REST OF ITALY	
Exports	€ 37.0m
Imports	€ 38.3m
TRADE WITH THE REST OF THE WORLD	
Exports	€ 5.1m
Imports	€ 18.5m
MULTIPLIER	1.45



- ✦ The total multiplier effect is around 1.45. This means that for every euro spent, the economy in the Lazio region saw an **increase in GDP up to € 1.45**, due to the direct, indirect and induced effects relating to the increased demand for goods and services because of the event.

- ✦ In terms of **employment**, it is estimated that the event generated an additional net volume of **117,150 months of work**, which is equivalent to 9,762 year-long full-time jobs.





## OTHER MAJOR INTERNATIONAL EVENTS

Besides UEFA EURO 2020, FIGC has been chosen to organise two other major international events, which will leave behind an important legacy for the host cities and the Italian economy as a whole.



### 2021 UEFA NATIONS LEAGUE FINALS

Thanks to the results achieved by Roberto Mancini's Italian National Team, which finished top of its the UEFA Nations League group, Italy was selected to host the Final Four of the competition in Turin (Juventus Stadium) and Milan (Stadio Giuseppe Meazza) in October 2021. The other teams taking part were Spain, Belgium and France.

#### HIGHLIGHTS

#### 4 MATCHES

**21.5m TV AUDIENCE**  
IN ITALY

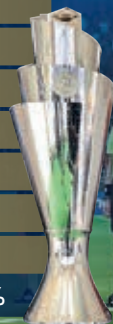
**130m GLOBAL TV AUDIENCE**  
(30% more than in 2019)

**101,682 SPECTATORS**  
with 74% from Italy  
and 26% from abroad

**26,556 TICKETS**  
bought by foreign fans

ATTENDANCE AT JUVENTUS STADIUM (TURIN) AND THE STADIO SAN SIRO (MILAN) FOR THE FOUR MATCHES PLAYED IN OCTOBER 2021 - breakdown by nationality

Nationality	Tickets bought	% of total
Italy	75,126	74%
France	7,558	7%
Spain	6,203	6%
Belgium	4,376	4%
Switzerland	2,421	1%
England	1,162	1%
Germany	865	1%
Russia	529	1%
United States	429	1%
Netherlands	357	1%
111 other countries	2,656	3%
<b>TOTAL</b>	<b>101,682</b>	<b>100%</b>



## SIDE EVENTS

In the days leading up to the final, the trophy was placed on display in Piazza Duomo in Milan and fans could have their photo taken with the trophy and the shirts of the two finalists.

Inside the structure set up in the square, besides the trophy itself, the shirts of some of the key players involved in the finals were put on display.

Not far off, in Via dei Mercanti, several 'cages' were made available where fans could play 1 v 1 football and show off their skills.

The trophy then travelled to Turin, where the second semi-final was held.

Casa Azzurri was hosted at Spirit de Milan – a glamorous venue with huge potential dedicated to the Italy team, its partners, supporters and football fans in general.

There was also a programme organised for volunteers, who had the opportunity to experience a major football event first hand and contribute to its success. With the Nations League Finals, since 2019 over 2,000 volunteers have been involved major football events in Italy.

FIGC INVOLVED A TOTAL OF 52 PEOPLE IN THE ORGANIZATIONAL PROCESSES OF THE EVENT, INCLUDING 10 EMPLOYEES OF THE FEDERATION AND 42 EMPLOYEES PRESENT IN MILAN AND TURIN.







## 2022 UEFA WOMEN'S CHAMPIONS LEAGUE FINAL



The awarding of the **2022 Women's Champions League final** - to be played at Juventus Stadium in Turin - means **Italy has hosted two Women's Champions League finals**. The previous one, which took place at the Stadio Città del Tricolore in Reggio Emilia on 26 May 2016, was an organisational success in terms of organisation and attendance, and **a huge boost to the development of the women's game in Italy**.

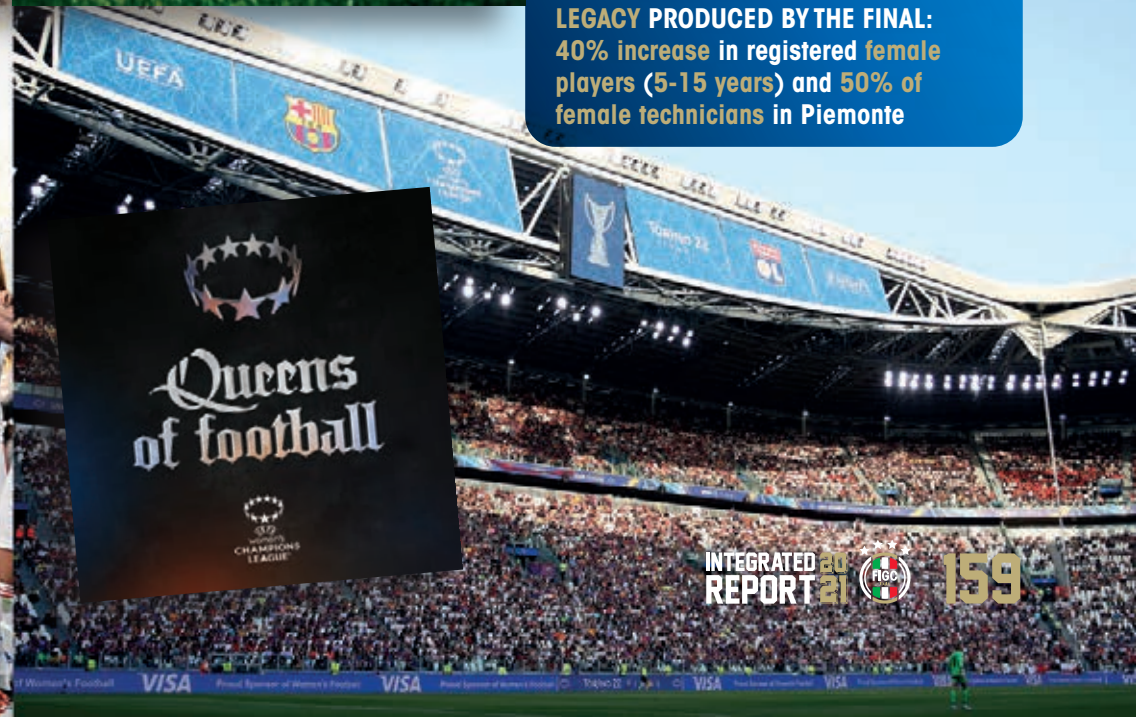


**2022 WOMEN'S CHAMPIONS LEAGUE FINAL**  
Juventus Stadium



**32,257 SPECTATORS**

**LEGACY PRODUCED BY THE FINAL:**  
**40% increase in registered female players (5-15 years) and 50% of female technicians in Piemonte**



Queens  
of football



## OTHER MAJOR FOOTBALL EVENTS HELD IN ITALY IN THE LAST 12 YEARS



### UEFA Champions League Final

(Rome 2009)

**€ 15.8M**

TOTAL INVESTMENT  
(STADIUM)

#### KEY MEASURES

- ⊗ Security and control/Operational Safety Group (GOS) room
- ⊗ Seat replacements
- ⊗ Restructuring of the Press Box, Tribuna Autorità and Tribuna d'Onore
- ⊗ Creation of Sky Boxes and Sponsor Boxes
- ⊗ New media areas
- ⊗ Indoor TV studios and new big screens
- ⊗ New dressing rooms and dug-outs
- ⊗ Renovation of bathrooms and bars

**70,000** SPECTATORS

**150M** GLOBAL TV  
AUDIENCE  
(230 COUNTRIES)

**€ 45M** ECONOMIC  
IMPACT

Deriving from **fan spending** across bars, restaurants, shops, hotels, city attractions and betting, in addition to **investment from sponsors and organisers** in promotional activities in Rome



### UEFA Europa League Final

(Turin 2014)

**€ 0.6M**

TOTAL INVESTMENT  
(STADIUM)

#### KEY MEASURES

- ⊗ Cabling
- ⊗ TV positions
- ⊗ Media areas and press box

**40,000** SPECTATORS  
FROM **79** DIFFERENT COUNTRIES

For **85% of the attendees** who weren't residents of Turin, the UEFA Europa League final was their **first-ever visit to the city**

**€ 17.5M** ECONOMIC  
IMPACT

**€ 12.6M** NET BENEFIT FOR  
THE LOCAL AREA

- ⊗ Hospitality facilities: € 5.4m
- ⊗ Food and beverage: € 2.6m
- ⊗ Transport: € 0.2m
- ⊗ Shopping: € 1.2m
- ⊗ Free time: € 0.5m
- ⊗ Event production: € 2.6m

**€ 4.9M** OTHER COSTS SUSTAINED  
OUTSIDE THE METROPOLITAN  
CITY OF TURIN



### UEFA Champions League Final

(Milan 2016)

**€ 5.5M**

TOTAL INVESTMENT  
(STADIUM)

#### KEY MEASURES

- ⊗ Lowering of barriers and new pitch-level seating
- ⊗ Removal of channel between stands and pitch
- ⊗ Construction of new dug-outs
- ⊗ Renovation of Piazza Axum and enhancement of tram route
- ⊗ Construction of 3 Executive Lounges
- ⊗ New press room and new tunnel for player access
- ⊗ Renovation of bathrooms, food areas and signage
- ⊗ Redevelopment of Via Comasina sports complex

**71,500** SPECTATORS

**350M** GLOBAL TV  
AUDIENCE  
(200 COUNTRIES)

**€ 25.2M** ECONOMIC  
IMPACT

- ⊗ Accommodation: € 12.8m
- ⊗ Restaurants: € 4.6m
- ⊗ Transport: € 1.0m
- ⊗ Shopping: € 5.6m
- ⊗ Other: € 1.2m

**+€ 2.3 BILLION**  
growth of the value of the San Siro  
brand around the world



### UEFA Women's Champions League

(Reggio Emilia 2016)



#### KEY MEASURES

The stadium was redeveloped to ensure it was compatible with hosting the biggest UEFA events and senior National Team qualifying matches

**17,000** SPECTATORS

#### HIGHLIGHTS

**5.4 MILLION**  
VIEWS OF POSTS ON THE OFFICIAL  
FACEBOOK PAGE (30,814 LIKES)

**320** NUMBER OF ARTICLES PUBLISHED  
(MEDIA, PRINT AND WEB  
BOTH NATIONALLY AND LOCALLY)

**89** EVENTS ORGANISED  
TO PROMOTE THE FINAL, WITH TEN  
DIFFERENT STADIUMS INVOLVED

**10,000** BOYS AND GIRLS  
INVOLVED IN PROMOTIONAL ACTIVITIES

**25** STAGES ON THE TROPHY TOUR  
AROUND ITALY, STRETCHING  
OVER 3,780KM



## EUROPEAN UNDER-21 CHAMPIONSHIP 2019

### MAIN STADIUM WORK

#### BOLOGNA

- ⊗ Installation or replacement of lost or damaged seating
- ⊗ Restoration of seat numbers
- ⊗ Replacement of covers
- ⊗ Repairs to the tunnel linking the stadium and the Antistadio
- ⊗ Painting of stand railings
- ⊗ Safety work on the access stairs to the central heating system
- ⊗ Creation of a new press box and commentary positions
- ⊗ Renovation of offices
- ⊗ Renovation of staff food areas
- ⊗ Renovation of box offices
- ⊗ Creation of a pitch-view studio
- ⊗ Creation of a LAN network



#### CESENA

- ⊗ Alterations to position of fencing and dug-outs
- ⊗ Renovation of terraces
- ⊗ Work on spectator seating
- ⊗ Works in car parks
- ⊗ Alterations to the electrical, water and anti-fire systems
- ⊗ Repairs to bathrooms
- ⊗ Expansion of the pitch by one metre
- ⊗ New pitch in real grass
- ⊗ Work to improve drainage, irrigation system and external areas
- ⊗ Creation of commentary positions



#### REGGIO EMILIA

- ⊗ Improvements to press areas (press conference room and media working area)
- ⊗ Renovations to press box and commentary positions
- ⊗ Camera platforms
- ⊗ Work on the gym
- ⊗ Work on the wooden roof structures
- ⊗ Creation of training centre



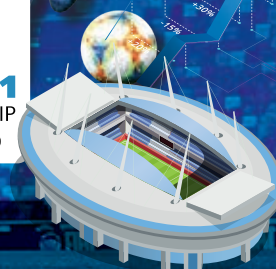
#### TRIESTE

- ⊗ Redevelopment of the dressing rooms
- ⊗ New access control, video-surveillance and anti-fire systems
- ⊗ Improvements to electric systems
- ⊗ Creation of new pitch
- ⊗ Installation or replacement of lost or damaged seating
- ⊗ Renovation of dug-outs
- ⊗ Renovation of press/media room
- ⊗ Installation of 2 big screens
- ⊗ Renovation of VIP stand
- ⊗ Renovation of press box and commentary positions
- ⊗ Renovation of TV walkways
- ⊗ Creation of pitch-view studio
- ⊗ Lowering/reduction of barriers between pitch and fans and between sectors
- ⊗ Creation of a LAN network
- ⊗ Restoration of seat numbers



#### UDINE

- ⊗ Renovation of main Tribuna Ovest entrance
- ⊗ Renovation of entrance to offices
- ⊗ Renovation of Tribuna Ovest bathrooms
- ⊗ Increase in number of Tribuna Ovest turnstiles
- ⊗ Improvements to external areas
- ⊗ Relaying of the pitch
- ⊗ Increase in signage in the car park



### INVESTMENT

in terms of promotional initiatives and the modernisation of stadiums and infrastructure by the Italian government, FIGC, host cities and sports clubs was

**OVER € 30 MILLION,**  
including € 17 million  
for sports infrastructure





## BID FOR UEFA EURO 2032

In February 2022, FIGC informed UEFA of its interest in **organising EURO 2032** and announced that it would put in a bid to host the tournament, having previously hosted the European Championships in 1968 and 1980, as well as four matches of the multi-national 2020 edition.

The main objective is to **encourage and plan the renovation of football facilities across the country** by building new stadiums and redeveloping existing ones.

THE GOAL OF «**ITALY 2032**» COULD ACT AS A DRIVING FORCE TO HERALD A **NEW GENERATION OF FOOTBALL STADIUMS** IN ITALY.

THE EUROPEAN CHAMPIONSHIPS ARE THE **THIRD-BIGGEST SPORTS EVENT IN THE WORLD** IN TERMS OF **AUDIENCE** (OVER 5 BILLION TV VIEWERS) AND **LOCAL ECONOMIC IMPACT**.

⚽ **€ 3.7 BILLION** THE ECONOMIC IMPACT OF THE 2016 UEFA EUROPEAN CHAMPIONSHIPS IN FRANCE WAS NEARLY

⚽ **€ 168.8 million** THE ECONOMIC IMPACT OF THE **FOUR MATCHES PLAYED IN ROME AS PART OF UEFA EURO 2020** (for every euro spent, the Lazio region saw a € 1.45 increase in GDP), **AND IT IS ESTIMATED THAT THE EQUIVALENT OF 9,762 FULL-TIME YEAR-LONG JOBS WERE CREATED AS A RESULT**

### UEFA ROADMAP

**16 NOVEMBER  
2022**

SUBMISSION  
OF PRELIMINARY  
BID DOSSIER

**12 APRIL  
2023**

SUBMISSION OF  
FINAL BID DOSSIER

**SEPTEMBER  
2023**

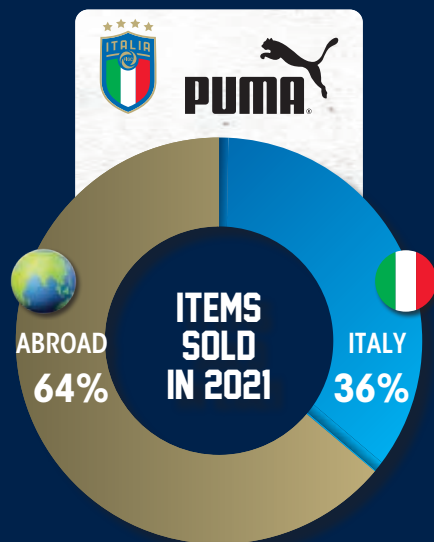
UEFA EXECUTIVE  
COMMITTEE TO ANNOUNCE  
THE HOST COUNTRY



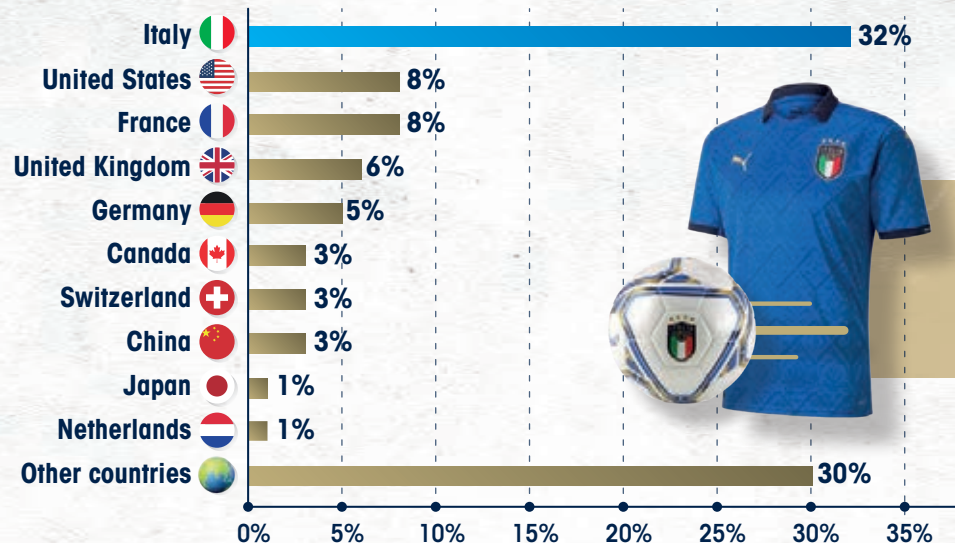




## FIGC'S INTERNATIONAL PROFILE OFFICIAL FIGC-PUMA MERCHANDISING IN 2021



## NET SALES - TOP 10 MARKETS IN 2021



## NET SALES BY GEOGRAPHIC AREA 2021



164 INTEGRATED REPORT 2021

## FOREIGN PUMA SHOPS WITH THE MOST SALES 2021 - TOP 15

	Country	City
1	United Kingdom	London
2	Germany	Monaco
3	United States	New York
4	United Arab Emirates	Dubai
5	Germany	Herzogenaurach
6	France	Paris
7	Germany	Metzingen
8	United Arab Emirates	Dubai
9	China	Guangzhou
10	China	Shanghai
11	China	Shanghai
12	France	Romans sur Isère
13	United Arab Emirates	Dubai
14	Hong Kong	Hong Kong
15	Canada	Mississauga



## FANS AND FOLLOWERS OF THE NATIONAL TEAMS ON SOCIAL NETWORK

60% of fan and followers on FIGC social networks in 2021 were from abroad.

### FANS PROVENANCE AS OF 31-12-2021 BREAKDOWN BY SOCIAL PROFILE

#### f Nazionale Italiana di Calcio

Total fans	5,206,126	100%
Italy	1,635,244	31%
Egypt	258,224	5%
Algeria	256,141	5%
Indonesia	212,931	4%
Brazil	188,462	4%
Other Countries	2,655,124	51%

#### f Nazionale Femminile

Total fans	85,965	100%
Italy	69,786	81%
France	1,453	2%
Algeria	1,100	1%
Germany	903	1%
United States	662	1%
Other Countries	12,061	14%

#### @azzurri (ita)

Total fans	885,814	100%
Italy	507,394	57%
United States	80,609	9%
Brazil	65,462	7%
France	47,834	5%
Indonesia	45,974	5%
Other Countries	138,541	16%

#### @azzurri (eng)

Total fans	761,092	100%
Italy	226,197	30%
United States	148,641	20%
Regno Unito	81,893	11%
Indonesia	71,010	9%
Brazil	60,126	8%
Other Countries	173,225	23%

#### @azzurri (arabic)

Total fans	33,431	100%
Saudi Arabia	12,018	36%
Egypt	6,890	21%
Kuwait	3,701	11%
Libya	2,237	7%
Iraq	2,123	6%
Other Countries	6,462	19%

#### @azzurriFIGC

Total fans	28,397	100%
Italy	21,502	76%
United States	2,476	9%
Brazil	960	3%
France	931	3%
United Kingdom	858	3%
Other Countries	1,670	6%

#### @azzurri

Total fans	5,359,121	100%
Italy	2,358,013	44%
Brazil	241,160	5%
Indonesia	192,928	4%
United States	133,978	3%
France	128,619	2%
Other Countries	2,304,422	43%

#### FIGC Vivo Azzurro Channel

Total fans	414,000	100%
Italy	317,124	77%
Indonesia	19,872	5%
Germany	8,694	2%
Vietnam	4,968	1%
Switzerland	4,968	1%
Other Countries	58,374	14%

#### @azzurrefigc

Total fans	133,667	100%
Italy	73,517	55%
Brazil	2,125	2%
United States	1,591	1%
France	1,109	1%
Indonesia	1,029	1%
Other Countries	54,296	41%

#### @azzurri (arabic)

Total fans	13,761	100%
Italy	2,023	15%
Iraq	1,527	11%
Saudi Arabia	1,197	9%
Algeria	1,128	8%
Morocco	977	7%
Other Countries	6,908	50%

TOTAL  
FANS AND  
FOLLOWERS  
12.9m

60%

40%

5.2m  
ITALIANS

7.7m  
FOREIGNERS

#### azzurri (chinese)

Total fans	21,000	100%
China	21,000	100%

INTEGRATED  
REPORT 2021



165



## MEDIA ANALYSIS

ITALY		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		4,293,676	7,781:39:00
U21 NATIONAL TEAM		168,040	102:46:00

EUROPE (EXCLUDING ITALY)		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		618,622	2,365:19:42
U21 NATIONAL TEAM		26,209	125:41:35

NORTH AMERICA		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		45,679	337:56:43
U21 NATIONAL TEAM		5,569	46:06:24

TOTAL		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		5,382,991	22,526:55:46
U21 NATIONAL TEAM		206,117	837:18:01

CENTRAL AND SOUTH AMERICA		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		48,474	2,366:56:28
U21 NATIONAL TEAM		2,905	212:21:30

PACIFIC ASIA		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		280,515	2,209:14:28
U21 NATIONAL TEAM		1,103	22:48:35

AFRICA AND MIDDLE EAST		Cumulated audience (000)	Transmission duration (HH:MM:SS)
A NATIONAL TEAM		96,025	7,465:49:25
U21 NATIONAL TEAM		2,291	327:33:57

CUMULATIVE WORLDWIDE AUDIENCE IN 2021

COMPARISON OF NATIONAL FOOTBALL AUDIENCE BY GEOGRAPHICAL AREA

	2020	2021	Growth
ITALY	965.1m	4,461.7m	x4.6
EUROPE (EXCLUDING ITALY)	37.4m	644.8m	x17.2
NORTH AMERICA	3.2m	51.2m	x15.8
CENTRAL AND SOUTH AMERICA	2.2m	51.4m	x23.3
PACIFIC ASIA	2.5m	281.6m	x113.9
AFRICA AND MIDDLE EAST	6.0m	98.3m	x16.5
TOTAL	1,016.4m	5,589.1m	x5.5

5.6 BILLION  
1.1 BILLION  
GLOBAL CUMULATIVE AUDIENCE OF ITALIAN FOOTBALL IN 2021:  
6.7 BILLION TV VIEWERS

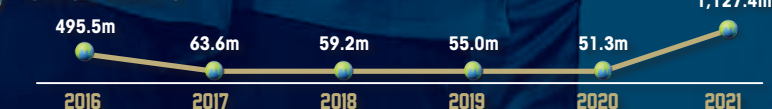
Other Football competitions  
Italian National Teams



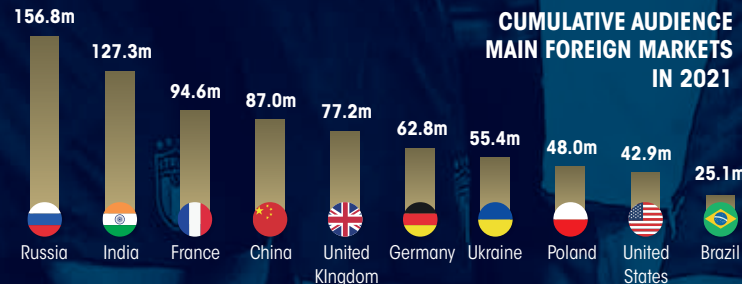
COMPARISON OF NATIONAL CUMULATIVE FOOTBALL AUDIENCE BY TYPE



FOREIGN MARKETS



CUMULATIVE AUDIENCE MAIN FOREIGN MARKETS IN 2021









## 4.3 DEVELOPMENT OF THE SOCIAL DIMENSION NEW SUSTAINABILITY STRATEGY

A process has begun that will lead to FIGC adopting a Sustainability Strategy by 30 June 2023. The Strategy – based on recommendations shared at an international level with UEFA – will constitute FIGC's vision through 11 policies and concrete action plans related to the following topics:

- |                           |                                      |
|---------------------------|--------------------------------------|
| 1. Anti-racism            | 7. Solidarity and Rights             |
| 2. Protection of Children | 8. Circular Economy                  |
| 3. Equality and Inclusion | 9. Climate Emergency                 |
| 4. Different Abilities    | 10. Sustainability of Sports Events  |
| 5. Health and Well-being  | 11. Sustainability of Infrastructure |
| 6. Refugees               |                                      |

The strategy will therefore represent the start of a **medium to long-term path** that will involve many strategic areas of the Association in defining objectives, KPIs and targets.



### ENHANCING THE SOCIAL DIMENSION

**"Together for Herat" hospitality project:** this initiative was aimed at three female football players and the coach of BASTAN FC, a team from Herat, who were welcomed in Florence, at the FIGC Technical Centre in Coverciano, following the humanitarian emergency in Afghanistan. **The first phase of the project focuses on achieving autonomy by learning the Italian language** and ways to foster independence by moving around the country and playing football. **The second phase involves recognising the players' qualifications** so they can complete their academic studies in Italy, as well as ways to promote independence and provide guidance on the labour market, and playing football.



**"Crazy for Football":** a documentary film sponsored by FIGC, winner of the David di Donatello and Nastro di Argento awards, was made in a bid to combat the prejudices surrounding those suffering from mental-health issues and tells the story of the Italian Futsal team for psychiatric patients. Among the various spin-offs of the project, the film "Crazy for Football - Matti per il calcio", sponsored by the FIGC, was made during the year.







Support was given to the **Italian Red Cross** to aid women in vulnerable situations. Milena Bertolini and the players of the Women's National Team welcomed a **delegation of the Italian Red Cross in Tuscany** to the FIGC Technical Centre in Coverciano and donated clothing and sports equipment to support the projects carried out in the area.



On the **International Day for the Elimination of Violence against Women**, a communication campaign was launched by FIGC and the National Amateur League, through the social media profiles of the Women's Football Division and the Women's Football Department respectively, **to promote the 1522 helpline** launched by the equal opportunities department at the Presidency of the Council of Ministers in Italy.



FIGC opted to promote the commitment of Italian football as a whole **to end violence against women** through a campaign, published by sports newspapers, depicting an easily recognisable symbol: **a pair of red football boots**. This was accompanied by the **the hashtag #SEMPRE25NOVEMBRE (#ALWAYS25NOVEMBER)**. The image represented a nod from the football world to the red shoes that have been the symbol of the fight against violence against women since 2009.



Support was given to the **"Christmas Contest"** initiative, promoted by the Missioni Don Bosco charity and the Pontifical Foundation Gravissimum Educationis, by releasing the new song "I colori del mondo" (the colours of the world), which was written by Mogol, produced by the Italian national singers' association and performed by singers, musicians and sportspeople, such as **the players Andrea Belotti, Gianluigi Donnarumma, Ciro Immobile and Manuel Locatelli**. The **"NATALE IN AZZURRO" (CHRISTMAS IN BLUE)** initiative sought to celebrate a year of sporting success and symbolise the post COVID-19 restart that everyone had been waiting for. Both initiatives served to promote **a missionary project entitled "Congo is the heart of Africa - help us make it beat"**, aimed at giving a future to 224 students at the vocational training centre in Masina and 120 pupils from the Casa della Pace kindergarten and primary school in Kikwit.





FIGC president Gabriele Gravina travelled together with Rome mayor Virginia Raggi to Corviale, where the **new pitch for the Calciosociale Association** has been created. The aim of the project is to turn the so-called "Campo dei Miracoli" (field of miracles), the national headquarters of Calciosociale in Rome, into a permanent training centre in collaboration with FIGC. The Association supported the construction of the pitch with artificial turf and, through the Youth and School Sector, has committed to developing an ad hoc protocol to bring the model in Corviale to other places in Italy.

FIGC joined the "**Coaches For Health**" initiative (#FeelWellPlayWell), as a "pilot alliance" with the Netherlands, Northern Ireland and Slovenia **the healthy lifestyle campaign promoted by UEFA** in collaboration with the Italian non-governmental organisation "Insieme contro il Cancro" (together against cancer). The coaches of the Men's A and Women's A Italian National Teams, Roberto Mancini and Milena Bertolini respectively, made videos to be used in FIGC training activities **to raise awareness among young people about the essential role of sporting activity and a good diet.**



FIGC, together with the Kosovo and North Macedonia football associations, took up the invitation of Armand Duka, who leads the Albanian football association and is a member of the UEFA Executive Committee, to attend the inauguration of the housing units built to help the **population displaced by the 2019 earthquake, for which the associations made financial contributions.** This concrete aid allowed four families from the town of Bubq, in the region of Durrës, to have a home once again.

## VISITING COVERCIANO







During the christmas holiday, thanks to the collaboration with Italian bakery company Bauli, an official FIGC licensee, the Association donated 300 panettoni and pandori to the **Community of Sant'Egidio**. FIGC has for the past decade supported the organisation of the traditional Christmas lunch by supplying sports and food resources, to be given to people who are struggling.

## FUNDRAISING CAMPAIGNS



FIGC participated alongside Lega Serie A, TIM, and the AIA, with the support of the sports media, in the 25th edition of “**Un Gol per la Ricerca**” (A Goal for Research), the long-running AIRC (Italian Association for Cancer Research) campaign. Thanks to FIGC’s commitment, the campaign **generated € 70,000 of donations (+40% compared to 2020)**, around the match between Italy and Switzerland, which corresponds to three years of training for a young researcher. This initiative – together with the help of Serie A TIM – made an important contribution to “I Giorni della Ricerca” (research days), allowing the foundation to **collect donations amounting to over € 9 million** (up from € 6.7 million recorded in 2020).

FIGC partnered with the **Tommasino Bacciotti Foundation**, which since 2000 has been supporting families of children at the Meyer children’s hospital in Florence for cancer treatment. Around 40 people, including children and relatives, passed through the gates at Coverciano to visit the FIGC Technical Centre.

Around 20 young patients from the **Meyer children’s hospital** in Florence paid a visit to the FIGC Technical Centre, meeting the players of the Italian National Team, who were being coached by Roberto Mancini’s technical staff in preparation for qualifying matches for the World Cup in Qatar.

A delegation from **Real Eyes Sport ASD**, an amateur sports club working with children with visual and sensory impairment, was invited to Coverciano to watch Mancini’s National Team train.



For the sixth consecutive year, FIGC contributed to the **Fondazione Telethon** for its 32<sup>nd</sup> marathon that took place between 12 and 19 December on the RAI networks.

Thanks to FIGC’s contribution, **the foundation will be able to buy new equipment for its laboratories**, such as fundamental machinery for scientific research into rare genetic diseases.



An Italian National Team jersey, signed by **Federico Chiesa** and donated by FIGC, was auctioned on the **Charity Stars platform**. The proceeds of the auction, part of the charity activities of the “**Stelle nello Sport**” (Stars in Sport) project, were donated to oncological assistance projects in support of the Gigi Ghirotti non-profit organisation.



## COLLABORATION WITH BAMBINO GESÙ CHILDREN'S HOSPITAL



FIGC's relationship with Bambino Gesù children's hospital dates back to 2015 and has been built upon over the years, particularly since 2019, with the start of **an ongoing collaboration on the 150<sup>th</sup> anniversary** of the institute's creation.

### 2021 HIGHLIGHTS:

- ⊗ In June, Mancini's Italian National Team received a banner cheering them on during their preparation for UEFA EURO 2020, made by patients at the children's hospital. The banner read: **"Forza Azzurri, we're cheering for you"** it was delivered to the players during the "Notte Azzurra" (blue night) television show that aired at the beginning of June on Rai1. The banner was hung right next to the National Team's dressing room in Coverciano, **to remind the players of the support from their young fans** before they took to the field.
- ⊗ In November 2021, all of Mancini's squad paid **a visit to the children's hospital** before the match in Rome against Switzerland. They met children and young people in the hospital, handing out a variety of gifts.
- ⊗ On the evening of the match, **200 Bambino Gesù doctors and nurses were in the stands of the Olimpico** to support the Italian National Team during their contest with Switzerland, having received tickets from FIGC; in the changing rooms, as is tradition, the team carried the banner donated by the children of the hospital.
- ⊗ **A € 45,000 FIGC donation to the hospital was formalised.** The sum represents part of the proceeds from the sale of tickets to Italy v Switzerland. Through the Bambino Gesù charity, the money will support the construction of the **new paediatric palliative care centre in Passoscuro** (Municipality of Fiumicino), the inauguration of which is scheduled for 2022.









## 2022 UPDATE – EMERGENCY IN UKRAINE

The following is a summary of initiatives implemented by FIGC in response to the emergency in Ukraine and in support of those impacted by the conflict:



1. Serie A match kick-off times postponed by five minutes (25 February 2022)
2. Registration procedure for young Ukrainian players streamlined (10 March 2022)
3. Female Ukrainian referee Kateryna Monzul welcomed to Italy (15 March 2022)
4. Support for hospitality projects for Ukrainian children in Italy (March 2022)
5. Medicine and food collection organised at FIGC headquarters (18 and 21 March 2022)
6. Sports equipment donated to the Italian Red Cross (April 2022)
7. FIGC and Bambino Gesù children's hospital app customised for Ukraine (April 2022)
8. UEFA institutional support during Italy v North Macedonia
9. Ukraine U17 National Team hosted in Italy (April 2022)
10. Futsal friendly match between Italy and Ukraine Women's National Teams (15 June 2022)
11. Free football schools for refugee children from Ukraine  
Organised by the Youth and School Sector; free membership fees and free football schools for the 2021-2022 season.
12. Induction of female Ukrainian referees  
Procedure for three female referees, who had taken refuge in Bologna, to be inducted.
13. Membership of young Ukrainian players  
Support for some young Ukrainian players of national interest who were refugees in Italy, so they could continue to play (training and possibly in competitive games) at Italian youth clubs.

IN PROGRESS...



## DONATIONS AND PATRONAGE

### SOCIAL INITIATIVES FUND



In 2021, FIGC donated

**€ 78,619**

mainly in support of:

- ⊗ SCIENTIFIC RESEARCH PROJECTS
- ⊗ SOLIDARITY INITIATIVES
- ⊗ ORGANISATIONS WORKING IN SOCIAL AND CULTURAL AREAS IN ITALY AND ABROAD



\* The increase in funds disbursed in 2020 is determined by an extraordinary contribution of € 450,000 to the support funds for players, coaches and fitness trainers, approved by the Presidential Board on 27 January 2020, due to the Covid emergency and the non-receipt of emoluments.

### SUPPLY OF EQUIPMENT



- ⊗ ALLOCATION OF TECHNICAL/SPORTS EQUIPMENT AND MERCHANDISE FOR SPORTS EVENTS, SOCIAL INITIATIVES AND FUNDRAISING INITIATIVES FOR CHARITABLE CAUSES

- ⊗ IN 2021, FIGC DONATED EQUIPMENT WORTH A TOTAL OF

**€ 26,831**



### INSTITUTIONAL PATRONAGE



During the year, FIGC patronaged

**42 INITIATIVES**

out 80 requests received

**26** FOR SOCIAL ACTIVITIES

**13** FOR CULTURAL/TRAINING ACTIVITIES

**3** FOR SPORTS ACTIVITIES



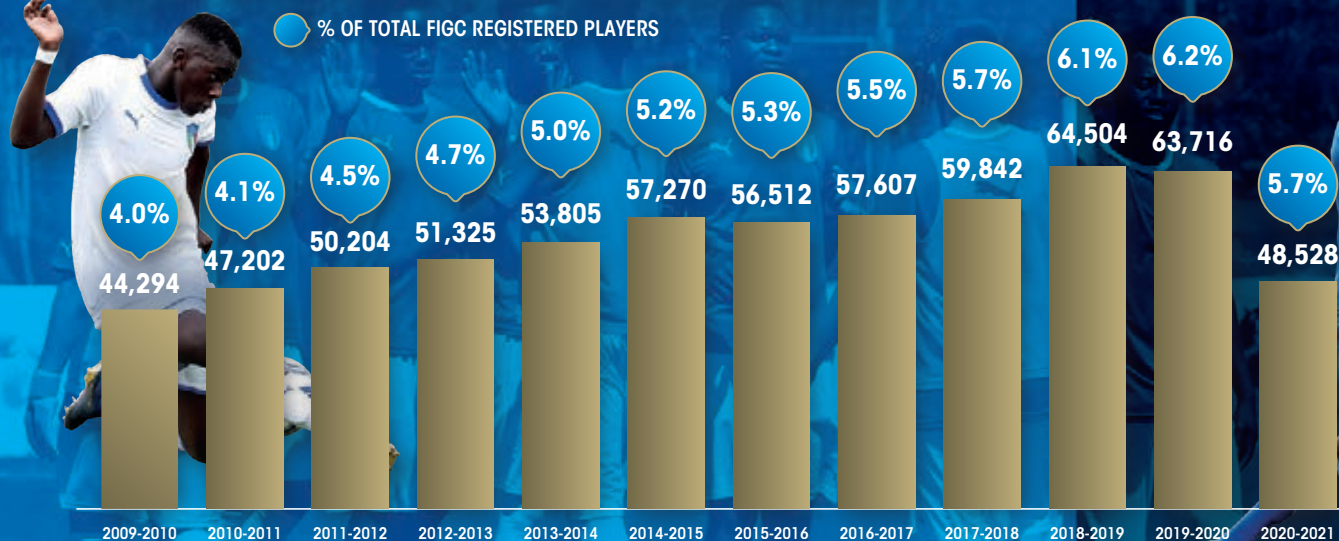
## FIGHT AGAINST RACISM AND DISCRIMINATION

Italian football represents an important tool for social integration:  
50,372 registered member were born abroad in 2020-2021.

### REGISTERED FOREIGN MEMBERS 2020-2021 BY GEOGRAPHIC REGION

	Amateurs	Youth and School Sector	Young professionals	Professionals	Total football players	Referees	Registered coaches	Aggregated	Foreign minors registered for the first time for FIGC
Europe	7,480	17,854	281	659	26,274	931	467	27,672	2,865
Africa	6,823	9,846	149	79	16,897	506	82	17,485	1,398
Asia	328	1,333	12	3	1,676	76	13	1,765	223
South America	1,036	1,731	8	72	2,847	122	178	3,147	214
Central America	157	252	1	2	412	14	9	435	31
North America	42	93	2	4	141	22	35	198	31
Oceania	4	7	0	0	11	1	18	30	3
<b>TOTAL</b>	<b>15,870</b>	<b>31,116</b>	<b>453</b>	<b>819</b>	<b>48,258</b>	<b>1,672</b>	<b>802</b>	<b>50,732</b>	<b>4,765</b>

### REGISTERED FOREIGN PLAYERS



In 2019-2020, 6.2% of all FIGC-registered players were foreign. The average within the Italian sports system (National Sports Federations and Associated Sports Disciplines affiliated with CONI) was just under 2.9%. Foreign players make up almost 60% of all foreign athletes in Italy.

PRE COVID-19 GROWTH  
2009-2019

**+46%**

COVID-19 IMPACT  
(% 20-21 v 18-19)

TOTAL NUMBER OF PLAYERS  
BORN ABROAD

**-25%**

TOTAL NUMBER OF MINORS BORN  
ABROAD REGISTERED IN ITALY FOR  
FIRST TIME

**-63%**



## FOREIGN REGISTERED PLAYERS

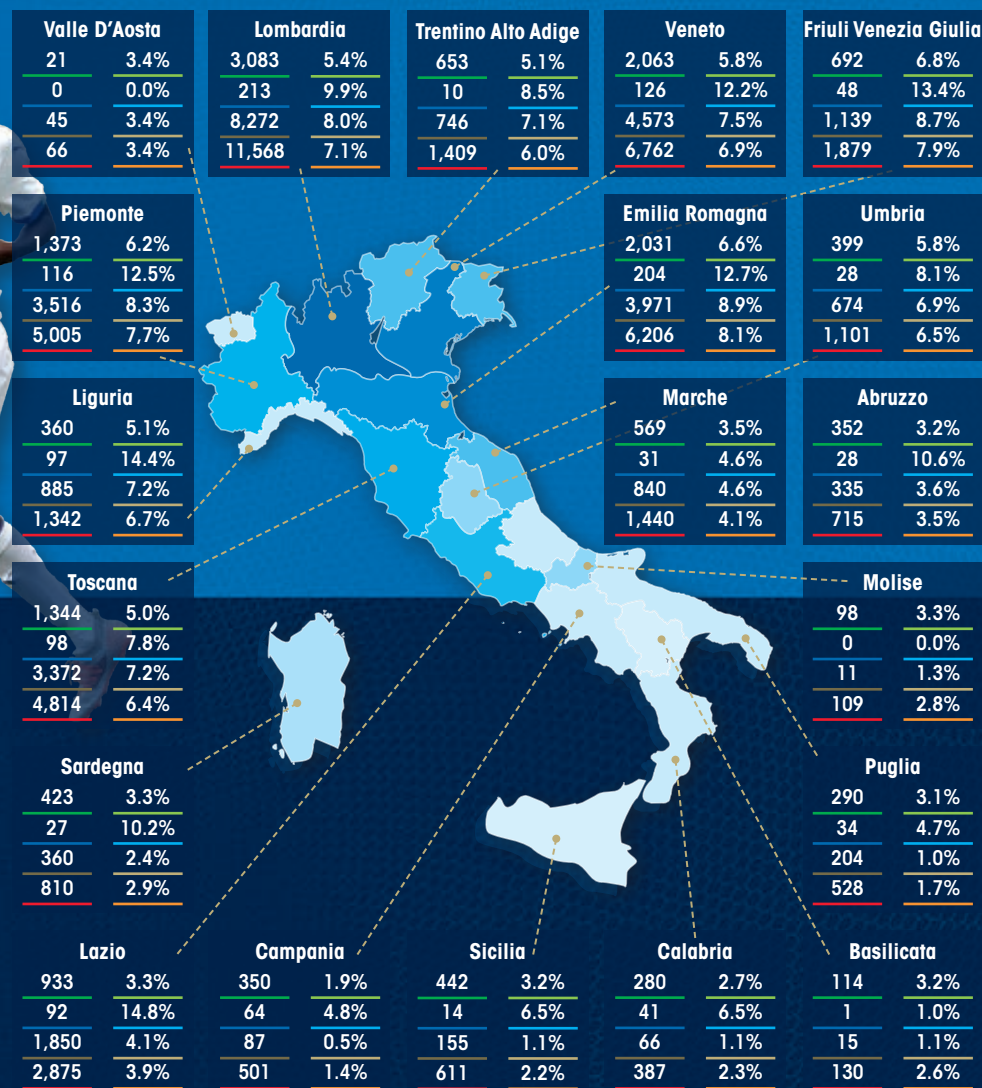
### MAIN COUNTRIES OF ORIGIN 2020-2021



### BREAKDOWN BY CONTINENT 2020-2021

Rank	Europe		Africa		Asia		South America		Other continents
1	Albania	9,942	Morocco	6,463	India	409	Ecuador	922	Dominican Republic 181
2	Romania	8,285	Senegal	2,277	China	251	Peru	912	United States 127
3	Moldova	1,266	Nigeria	1,472	Philippines	217	Brazil	437	El Salvador 122
4	North Macedonia	822	Tunisia	1,072	Bangladesh	194	Colombia	228	Cuba 61
5	Ukraine	761	Ivory Coast	918	Sri Lanka	186	Bolivia	132	Honduras 21
Other countries	42 countries 5,198		38 countries 4,695		21 countries 419		5 countries 216		10 countries 52
Total	26,274		16,897		1,676		2,847		564

### FOREIGN REGISTERED PLAYERS BORN ABROAD REGIONAL BREAKDOWN: 2020-2021





## REGISTERED PLAYERS BORN ABROAD TOP 10 PROVINCES 2020-2021

	Total foreign players	% of total players
Milan	3,217	7.1%
Turin	2,242	7.2%
Rome	2,157	4%
Brescia	1,893	9.1%
Verona	1,668	7.8%
Florence	1,552	7.1%
Bergamo	1,528	7.5%
Padua	1,441	7.5%
Vicenza	1,272	6.9%
Bologna	1,178	7.4%

## % OF TOTAL REGISTERED PLAYERS TOP 10 PROVINCES 2020-2021

	Total foreign players	% of total players
Asti	351	12.2%
Piacenza	713	11.1%
Gorizia	253	11.0%
Ravenna	739	9.9%
Parma	691	9.3%
Cuneo	947	9.2%
Alessandria	568	9.1%
Brescia	1,893	9.1%
Pordenone	574	8.9%
Lodi	455	8.7%

## FOOTBALL AND INTEGRATION: CASE STUDIES

### ITALIAN NATIONAL TEAMS

**43** PLAYERS CALLED UP  
ON NATIONAL TEAMS  
WITH FOREIGN ORIGINS  
IN 2020-2021

(16% of the total, compared with  
12% in 2019-2020 and 9% in 2018-2019)



### COUNTRIES OF ORIGIN 2020-2021

COUNTRY	PLAYERS CALLED UP
Brazil	21
Nigeria	5
Ivory Coast	4
Germany	3
10 other countries	10

### CASE STUDIES

**AFGHAN WOMEN, WHEN SPORT IS A SYNONYM FOR FREEDOM:  
THE STORY OF PLAYERS FROM THE HERAT WOMEN'S TEAM WHO WERE  
WELCOMED BY FIGC TO COVERCIANO**

FIGC was part of the UEFA Football and Refugees Grant Scheme 2021-2022 for the **"Insieme per Herat" (together for Herat) project** alongside the Municipality of Florence, AIC, AIAC, COSPE and Caritas for female Afghan refugee players and the coach of Bastan FC from Herat who were put up in Coverciano.





HERE IS THE STORY OF THESE BRAVE FEMALE PLAYERS AND THEIR COACH, WHICH IS A FURTHER EXAMPLE OF HOW FOOTBALL CAN KNOCK DOWN ALL BARRIERS AND REPRESENT A KEY VEHICLE FOR PROMOTING INTEGRATION IN OUR COUNTRY.



Their faces are tired, but they're proud about managing to escape from such considerable danger, for themselves and their families alike. The girls in the Herat women's team arrived in Florence after COSPE organised their evacuation. Here they tell the story of what their lives were like prior to August 2021.

Before the return of the Taliban regime, the meet-up time was 5:30 in the morning. "We'd train first thing to avoid the heat and in order not to attract too much attention to ourselves," said captain Sabrina Nawrozi. "And also because the others were reserved for men," she sighed. As soon as the sun started to come up, Sabrina and her team-mates would arrive punctually at the Herat town stadium with trainers, hair rolled up in hijabs, long jerseys and socks covering their knees. There were around 20 of them between 16 and 22 years old. They were all students who would meet before their courses at a big, deserted stadium two or three times per week to train and play the sport that they love more than anything else: football. With them was coach Najibullah Nawrozi, a man with icy eyes and a seemingly curt way of doing things, who the girls loved like a father. He would get them to warm up, stretch, jump over obstacles and do ball work. They would do all that, working hard and sweating, but they enjoyed it.



### SEMI-ILLEGAL TRAINING

"Football is like oxygen: I couldn't cope without it," said an panting 19-year-old Maryam Merzhad, who plays at full-back and loves running after the ball. Midfielder Zahra, also 19, echoes those thoughts: "It's nourishment for life, like food or water." After a long warm-up, a training match was set up halfway through the session. Some mobile obstacles were used as posts for goals because the girls were not allowed to play on the real pitch. Both matches and training sessions took place in an area behind the goal on the side of the pitch. "We didn't have boots and they wouldn't let us play on the green. The stadium was new and fantastic. The pitch was well looked after." Renovation work took place thanks to funds from international donors, partially from the Italian collaboration, as stated on the plaque at the entrance. The facility, however, was mostly intended for males. Having been relegated to playing in the early hours on a segment of the pitch, the girls seemed to be part of a **semi-illegal team**. In a way, that is exactly how it was. "We would announce training sessions via text message. The day would change every time. Even before the return of the regime, the Taliban and other radical Islamists hated what we were doing and therefore we didn't want to expose ourselves too much."

### SPORT, A VEHICLE FOR FREEDOM

Coach Najibullah was the head of the Herat sports committee. He trained the men's and women's teams. He said he performed both roles with equal levels of enthusiasm, but seeing his players chase after the ball seemed to give him an extreme feeling of happiness and pride. "We love freedom," he said with glistening eyes. "Sport is a vehicle for freedom." During the Taliban regime, between 1996 and 2001, when women were even banned from going to school and leaving home alone, sport was outlawed for everyone. After describing sport as "anti-Islamic", the **obscurantist regime had decided to use the stadium for public executions**. From 2001, in the new Afghanistan, the facilities returned to their original function and football started to spread even among girls. It was a completely new phenomenon that was growing. There were more than 1,000 players registered with football Associations in six of the country's provinces. There was a championship and a Women's National Team that has taken part in some international tournaments over the last few years.

### NO NEED TO HIDE

"The problem wasn't the hijab or long socks. It was rather the fact that we couldn't play freely. Sometimes it was as if we had to hide," complained Maryam. Now that they're all safe in Italy, they're all dreaming of taking part in competitive tournaments and testing themselves against other teams. "When we played against Italy in our country, it was so much fun," recalls captain Sabrina, while showing photos of the event on her phone. She was talking about the match against Italian soldiers from the Isaf contingent within the Camp Arena base. "It was a day of celebration, not just because our team won, but because we showed the world that a different Afghanistan is possible", explained Nafieh.



Today, all these achievements that were painstakingly obtained in the face of countless difficulties are no longer needed in Afghanistan. With the return of the Taliban regime, these lucky players, thanks to the commitment shown by FIGC and COSPE, were able to flee and come to Italy where they are now finally free to study, play and express themselves. Unfortunately, millions of other girls stayed in Afghanistan, where they are the silent victims of an obscurantist regime.



# INTEGRATION THROUGH FOOTBALL: THE RETE! PROJECT – REFUGEE TEAMS



## REFUGEE TEAMS!

### CONCEPT

- ⊗ Launched in 2015 and run by the FIGC's Youth and School Sector in collaboration with the Ministry of the Interior and ANCI, the project seeks to support foreign minors hosted at Sai centres (system to protect refugees and unaccompanied foreign minors), in Accommodation Communities, and in Family Houses across the country.
- ⊗ The project involves unaccompanied foreign minors and young adults (15-22 years) who are seeking asylum.
- ⊗ Organization of sports and educational activities.

### OBJECTIVE



**FACILITATE** THE PROCESSES OF SOCIAL AND INTERCULTURAL INCLUSION, USING FOOTBALL AS A TECHNICAL TOOL



**PROMOTE** ETHICALLY CORRECT BEHAVIOUR VIA THE TEACHING OF VALUES, USING SPORT AS A MODEL FOR CIVIL SOCIETY



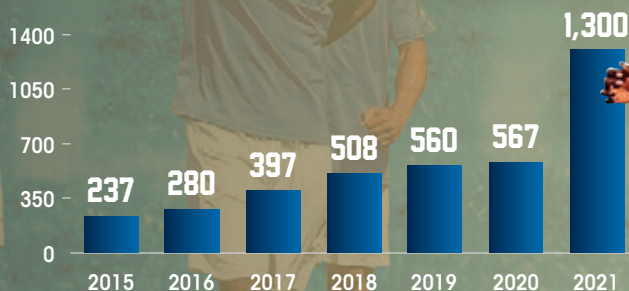
**IMPROVE** UNDERSTANDING OF THE IMPORTANCE OF PHYSICAL ACTIVITY AND ITS POSITIVE IMPACT ON HEALTH AND SOCIAL DEVELOPMENT



**CREATE** AN INTEGRATION MODEL THROUGH THE INVOLVEMENT OF YOUNG ITALIAN AND FOREIGN PLAYERS IN MIXED TEAMS

### FIGURES

#### YOUNGSTERS



# 3,900

## YOUNGSTERS INVOLVED

#### ACCOMMODATION CENTRES



PROJECT SUPPORTED BY:



# 179



## TARGETS ACHIEVED



**ACTIVATION** OF A PROGRAMME COORDINATED BY THE FIGC YOUTH AND SCHOOL SECTOR TO DEVELOP BASIC SPORTS ACTIVITIES IN THE VARIOUS SAI CENTRES



**USE** OF FOOTBALL AS A MEANS TO TEACH, TRAIN AND INTEGRATE THROUGH THE ORGANISATION OF SPORTS ACTIVITIES



**PLANNING** A FINAL TOURNAMENT FOR TEAMS INCLUDING YOUNG ITALIANS TOGETHER WITH FOREIGN ASYLUM SEEKERS AND REFUGEES INVOLVED IN SAI PROJECTS



**CREATION** OF AN INTEGRATION MODEL VIA THE PARTICIPATION OF YOUNG ITALIAN AND FOREIGN PLAYERS IN MIXED TEAMS



**REGISTRATION** OF MANY YOUNG FOREIGNERS INVOLVED IN THE PROJECT WITH LOCAL SPORTS CLUBS



**ACTIVATION** OF STRONG SYNERGIES WHEREVER POSSIBLE, WITH THE LOCAL AMATEUR SPORTS CLUBS THAT HAVE PROVIDED THEIR FACILITIES FOR ACTIVITIES IN THE REGION



**GREATER INVOLVEMENT** OF INSTITUTIONAL PARTNERS AND PROJECT SPONSORS AND GREATER MEDIA EXPOSURE FOR ALL ASSOCIATED EVENTS



**REALISATION** OF A SCIENTIFIC STUDY TO INVESTIGATE HOW FAR FOOTBALL CAN BE A VEHICLE OF INTEGRATION AND INFLUENCE THE LEVEL OF WELL-BEING AND HAPPINESS AMONG THE YOUNG PEOPLE INVOLVED

180



INTEGRATED <sup>20</sup>REPORT <sup>21</sup>

## ACTIVITY IN 2021

- ✪ In 2021, the number of project sign-ups doubled, involving around **1,300 CHILDREN** and **116 ACCOMMODATION CENTRES** in 18 Italian regions, compared with 567 youngsters from 54 centres in 2020.
- ✪ Over **500 TECHNICAL SESSIONS** were carried out, but this area has been strongly impacted by the pandemic (normally it would be around 3,000).
- ✪ **93 TEAMS** (compared with 50 in 2020) took part in the event, where they were split up into 18 groups by region.
- ✪ There were **8 stages of interregional matches**, at the end of which the best-performing sides qualified for the national phase in Rome in September at the Stadio dei Marmi as a key part of the European Week of Sport.
- ✪ In addition to sporting activity, various strategic innovations were introduced with an educational focus. The **"RETE"** concept and its connected brand formed a macro project that championed social inclusion activity set up by the Youth and School Sector, going on to form a separate area dedicated to social football.
- ✪ The project was renamed **"REfugee TEams"** and was organised based on a technical and training format that is constantly evolving, with a new development for 2020-2021, the creation of a dedicated web portal through which individuals can register and obtain useful information about the project.
- ✪ An integral part of the 2021 REfugee TEams was the **2 different training pathways** developed in collaboration with the Università Cattolica del Sacro Cuore in Rome, through Health Human Care and Social Intercultural Assessment – He.R.A, the university's research centre, which are reserved for social workers at SAI centres, regional Youth and School Sector collaborators and people welcomed to these centres who have taken part in the project.





- ⊗ **A high-level training course on sport and integration** (with 28 educational modules, 70 hours of training and over 400 participants), was put on for Youth and School Sector staff, with the aim of conveying the tools needed to optimise the management of inclusion processes in our country and to coach professionalism in order to create a welcome network through sporting activity such as football. This promotes integration and appropriate management of the migratory phenomenon, with particular focus on unaccompanied foreign minors.

- ⊗ **For youngsters welcomed to SAI centres an educational pathway** was planned, **with a specific e-learning tool**, for each participant allowing them to experience constant and gradually formative development on educational topics such as literacy, nutrition, lifestyle choices, civic education and the rules of the game.

## INTERNATIONAL RECOGNITION

- ⊗ **Financial support:**
  - UEFA Football and Refugees Grant Scheme
  - UEFA HatTrick Football and Social Responsibility
- ⊗ Inclusion in the **"UEFA Football and Refugees Good Practice Guide"**
- ⊗ FIGC was the **first European football association** to be present on UEFA's Equal Game web platform, which addresses the issue of combatting racism, through its **web documentary on the RETE! PROJECT**
- ⊗ In 2019, FIGC took part in the **"2019 Global Refugee Tournament"** in Geneva, an event organised by the UN High Commission for Refugees, by enrolling **"Team Italia"**



RESPECT

## 2022 UPDATE: THE ANTI-RACISM AND DISCRIMINATION PLAN LAUNCHED BY ITALIAN FOOTBALL

- ⊗ In 2022, **a working group against discrimination** was set up with the participation of all stakeholders in Italian football for the first time: Lega Serie A, Lega Serie B, Lega Pro, LND, AIA, AIAC, AIC, Technical Sector, Youth and School Sector, Women's Football Division, Paralympic and Experimental Football Division, as well as the UNAR (The National Office Against Racial Discrimination of the Presidency of the Council of Ministers).
- ⊗ The project entailed the launch of **"Uniti dagli stessi colori"** (United by the same colours), the first multistakeholder antidiscrimination campaign. Through the use of a four-colour system, CMYK (cyan, magenta, yellow, black), the concept behind the campaign looked to illustrate different ethnicities from a new point of view: every type of skin has the same origin and is the result of a combination of the same primary colours (CMYK).



- ⊗ The #UnitiDagliStessiColori campaign had **over 460,000 impressions and more than 31,000 interactions** across all of FIGC's platforms.



UNITI  
DAGLI  
STESSI  
COLORI



LA NOSTRA PELLE HA DIVERSE GRADAZIONI,  
MA GLI STESSI COLORI IN COMUNE.



INTEGRATED  
REPORT 2021



181



## PARALYMPIC AND EXPERIMENTAL FOOTBALL



The FIGC Paralympic and Experimental Football Division was established on 3 October 2019 by the FIGC Executive Committee (Official Communication No. 93/A) after signing a Memorandum of Understanding with the Italian Paralympic Committee (CIP) on the basis of the experience gained in the Quarta Categoria (Fourth Category) project, **an experimental national 7-a-side tournament for men and women players with cognitive-relational disabilities and psychiatric pathologies**. Since 2016, the initiative has responded to many young people's need and desire to play football.



FIGC IS THE FIRST SPORTS ASSOCIATION IN THE WORLD TO HAVE SET UP ITS OWN DIVISION FOR PARALYMPIC AND EXPERIMENTAL ACTIVITIES, THUS INITIATING A PROCESS OF SOCIAL AND CULTURAL CHANGE.



## PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION 2020-2021 - HIGHLIGHTS

**1,892**  
**REGISTERED MEMBERS**  
**1,111 ATHLETES AND**  
**781 CLUB OFFICIALS**



The impact of the COVID-19 health emergency meant that hardly any sports activity took place, with a significant effect on the number of registered athletes (-32% between 2019-2020 and 2020-2021)

**94** **AFFILIATED CLUBS**  
**IN**  
**11** **DIFFERENT ITALIAN REGIONS**



**3** **LEVELS**  
BASED ON  
DIFFERING  
FOOTBALL  
SKILLS

**27** **HUMAN RESOURCES**

involved in managing Paralympic and Experimental Football (FIGC-PEFD staff, Directive Council and regional coordinators)



Most of the Special teams involved have been "adopted" by professional Serie A, Serie B, Lega Pro and LND clubs, who supply the players with official playing kit and run activities with their affiliated team throughout the year.





## ACTIVITY IN 2021

**Management of the health emergency:** suspension and cancellation of all official Paralympic and Experimental Football Division championships in February 2021. It was, however, possible to continue with individual training sessions, while observing the specific FIGC-PEFD protocol.

In November 2021 it was finally possible to return to playing, **starting with test matches** to determine the groupings for the 2021-2022 season.

Despite the long break in sports competitions, the Paralympic and Experimental Football Division still managed to **involve its members in various initiatives:**

- ☞ **"Trequartista - Volume 2"** contest, which offered PEFD members the chance to give free rein to their creativity and imagination: 140 took part (62 in 2020)



- ☞ The **PEFD Sports Camp** was held in June 2021 at the CONI Olympic Preparation Centre in Tirrenia (Pisa), with the players and coaches who won the contest invited to attend.
- ☞ **Meetings** were held with the help of **Club Italia** to share information on the history of FIGC and the National Team, and the correct diet for athletes.

- ☞ In 2021, PEFD members got the chance to interact with their heroes through **"La Voce dei Campioni"** (the voice of champions) meetings broadcast live on the PEFD's official social media channels, with leading names from the world of professional football taking part.



- ☞ **Antidoping training opportunities** were offered to all PEFD-affiliated clubs and proved to be a key tool for furthering technical and scientific knowledge.

- ☞ **A free 100-hour course for coaches of players** with disabilities was set up, nearly 800 people applied to take part, with a final group of 55 chosen.

In December 2021, for the International **Day of Persons with Disabilities**, before kick-off in all Serie A, Serie and Serie C matches, PEFD players stepped out onto the pitches of professional clubs wearing the jerseys of the various clubs.

A promotional video was broadcast on the big screens at stadiums with a message in support of the FIGC **"DISABILITIAMO I PREGIUDIZI"** (Let's disable prejudices) communication campaign.



**#SIAMOCALCIO** programme, broadcast on **MS Channel**, dedicated entirely to PEFD members.

PEFD was involved in the **Rai 2 TV programme "O Anche No"**, which provided a great opportunity to share the stories of the players from the Division.





## CULTURAL HERITAGE AND FAN ENGAGEMENT

### HALL OF FAME OF ITALIAN FOOTBALL



Established in 2011 to celebrate individuals **who have left a permanent mark on Italian football**, the Hall of Fame of Italian Football currently comprises 113 people, including Posthumous Awards.

The Hall of Fame is situated inside the conference room at the Museum of Football, where memorabilia donated by Azzurri Hall of Famers are kept.



#### ITALIAN PLAYERS

**Roberto Baggio** (since 2011), **Paolo Maldini** (since 2012), **Franco Baresi** (since 2013), **Fabio Cannavaro** (since 2014), **Gianluca Vialli** (since 2015), **Giuseppe Bergomi** (since 2016), **Alessandro Del Piero** (since 2017), **Francesco Totti** (since 2018), **Andrea Pirlo** (since 2019), **Alessandro Nesta** (since 2021)



#### FOREIGN PLAYERS

**Michel Platini** (since 2011), **Marco Van Basten** (since 2012), **Gabriel Batistuta** (since 2013), **Diego Armando Maradona** (since 2014), **Ronaldo** (since 2015), **Paulo Roberto Falcão** (since 2016), **Ruud Gullit** (since 2017), **Javier Zanetti** (since 2018), **Zbigniew Boniek** (since 2019), **Karl-Heinz Rummenigge** (since 2021)



#### ITALIAN REFEREES

**Pierluigi Collina** (since 2011), **Luigi Agnolin** (since 2012), **Paolo Casarin** (since 2012), **Cesare Gussoni** (since 2013), **Sergio Gonella** (since 2013), **Roberto Rosetti** (since 2015), **Stefano Braschi** (since 2017), **Nicola Rizzoli** (since 2018), **Alberto Michelotti** (since 2019), **Gianluca Rocchi** (since 2021)



#### VETERANS ITALIAN PLAYERS

**Gigi Riva** (since 2011), **Dino Zoff** (since 2012), **Gianni Rivera** (since 2013), **Sandro Mazzola** (since 2014), **Marco Tardelli** (since 2015), **Paolo Rossi** (since 2016), **Bruno Conti** (since 2017), **Giancarlo Antognoni** (since 2018), **Gabriele Oriali** (since 2019), **Antonio Cabrini** (since 2021)



#### ITALIAN FOOTBALL EXECUTIVES

**Adriano Galliani** (since 2011), **Giampiero Boniperti** (since 2012), **Massimo Moratti** (since 2013), **Giuseppe Marotta** (since 2014), **Corrado Ferlaino** (since 2015), **Silvio Berlusconi** (since 2016), **Sergio Campana** (since 2017), **Antonio Matarrese** (since 2018), **Antonio Percassi** (since 2019), **Giovanni Sartori** (since 2021)



#### COACHES

**Arrigo Sacchi** (since 2011), **Marcello Lippi** (since 2011), **Giovanni Trapattoni** (since 2012), **Fabio Capello** (since 2013), **Carlo Ancelotti** (since 2014), **Roberto Mancini** (since 2015), **Claudio Ranieri** (since 2016), **Osvaldo Bagnoli** (since 2017), **Massimiliano Allegri** (since 2018), **Carlo Mazzone** (since 2019), **Antonio Conte** (since 2021)



#### FEMALE ITALIAN PLAYERS

**Carolina Morace** (since 2014), **Patrizia Panico** (since 2015), **Melania Gabbiadini** (since 2016), **Elisabetta Vignotto** (since 2017), **Milena Bertolini** (since 2018), **Sara Gama** (since 2019), **Barbara Bonansea** (since 2021), **Antonella Carta** (since 2021)



#### "DAVIDE ASTORI" FAIR PLAY AWARD

**Igor Trocchia** (since 2018), **Romelu Lukaku** (since 2019), **Mattia Agnese** (since 2019), **Simon Kjær** (since 2021)



#### SPECIAL AWARD

**Gianni Brera** (since 2018)







## FIGC HISTORY



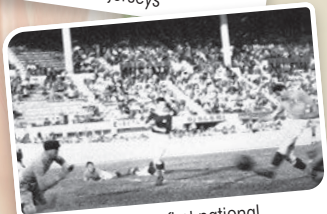
**1898** Genoa win the first title in the history of Italian football



**1910** Italy win their first-ever game 6-2 against France



**1911** The National Team opts for blue jerseys



**1913** The first national championship

1898-1909

### THE ORIGINS OF THE ASSOCIATION

1898

On **15 March** the first meeting takes place to set up the Football Association. The deed is signed by the notary on 26 March and Mario Vicary is the first president

On **8 May** the first championship is held in Turin on a single day and is won by Genoa

1905

The Italian Football Federation is recognised by FIFA

1909

The name of the association changes to FIGC: Federazione Italiana Giuoco Calcio

1910-1929

### FROM FOOTBALL TO CALCIO

1910

On **15 May** the National Team play their first-ever game, beating France 6-2 in Milan

1911

On **6 January** Italy play in blue jerseys for the first time against Hungary at the Milan Arena

On **27 August** at the L'Orologio restaurant in Milan, the Italian Referees' Association (AIA) is established

1913

The first Italian National Championship takes place, split into 2 groups. Pro Vercelli beat Lazio 6-0 in the final

1922

The Coppa Italia is born: Vado win the first edition with a 1-0 win over Udinese in Vado Ligure on **16 July**

1924

The Scudetto shield is won for the first time: Genoa beat Savoia in the final

1928

On **9 June** Italy win the Olympic bronze medal in Amsterdam

1930-1938

### GLORY YEARS

1930

On **11 May** Italy win their first international trophy, the International Cup (Antonin Svehla Cup), in Budapest

1934

On **10 June** Italy win their first World Cup title with a 2-1 extra-time win over Czechoslovakia in Rome



**1934** The National Team wins the World Cup in Italy

1935

On **24 November** Italy win their second International Cup in Milan

1936

Italy win Olympic gold in Berlin on **15 August**



**1936** The gold medal at the Berlin Olympics

1938

On **19 June** Italy win their second consecutive World Cup title, beating Hungary 4-2 in the final in Paris



**1938** The National Team wins the World Cup in France

## 1934 WORLD CUP



## 1936 GOLD MEDAL



## 1938 WORLD CUP





## 1939-1958 FROM WAR TO RECONSTRUCTION



1949 Grande Torino, captained by Valentino Mazzola

- 1947 The FIGC Youth Sector is established
- 1949 On 4 May the plane carrying the Torino team crashes in Superga
- 1950 Without the Torino players, Italy are eliminated from the World Cup in Brazil in the first round
- 1954 FIGC is among the founding members of UEFA
- 1958 Italy fail to qualify for the World Cup in Sweden  
Reform time: the league structure is introduced, AIA becomes a FIGC sector, the Technical Sector is set up and the Youth Sector becomes the Youth and School Sector. On 6 November the FIGC Technical Centre in Coverciano is opened

## 1959-1980 FOOTBALL DURING THE BOOM ERA

- 1967 Artemio Franchi becomes FIGC President
- 1968 On 10 June Ferruccio Valcareggi's National Team win the Euros on home soil

## 1968 EUROPEAN CHAMPIONS



- 1970 On 21 June Italy finish runners-up at the World Cup in Mexico after losing to Brazil in the final
- 1973 On 15 March Artemio Franchi is elected UEFA President. He becomes FIFA vice-president the following year
- 1978 Enzo Bearzot's Italy start to show what they can do at the World Cup in Argentina. On 25 June Sergio Gonella becomes the first Italian referee to officiate a World Cup final



1968 The National Team win the European Championship in Italy

## 1981-1990 TOWARDS THE CENTRE OF THE WORLD



1982 Italy win the World Cup in Spain

- 1982 On 11 July Enzo Bearzot leads Italy to a third World Cup title after beating West Germany in the final in Spain

## 1982 WORLD CUP



- 1987 On 22 June Italy win the World Military Cup for the first time in 14 years, beating West Germany in the final
- 1990 Italy hosts the World Cup but Azeglio Vicini's side can only manage a third-place finish after losing to Diego Maradona's Argentina on penalties in the semis



1990 The National Team finish third at Italia '90

## 1991-1999 THE ITALIAN SCHOOL

- 1992 On 3 June the U21 National Team win the European Championship in Sweden
- 1994 On 20 April the U21 National Team become European Champions for the second time in a row, beating Portugal in the final in Montpellier  
On 17 July Arrigo Sacchi's Italy finish as runners-up at USA 1994 after losing to Brazil on penalties in Pasadena
- 1996 On 31 May the U21 National Team win their third consecutive European Championship with a penalty shoot-out win over Spain in Barcelona

## 1997 SUMMER UNIVERSIADE GOLD MEDAL



1996 The U21 National Team win the European Championship



1997



The Women's National Team finish as runners-up at the UEFA Women's Championship in Norway and Sweden

**On 30 August** the University National Team wins the Summer Universiade, in Sicily, for the first time

1998



FIGC celebrates its centenary at the Stadio Olimpico with a match between Italy and FIFA All Stars (Italy win 6-2)

2000-2006

THE NEW MILLENNIUM

2000



**On 22 May** the Football Museum is opened in Coverciano

**On 4 June** Marco Tardelli's Italy U21s win the European Championship with a 2-1 win over Czech Republic in Bratislava, Andrea Pirlo scoring both goals

**On 2 July** Dino Zoff's National Team finish second at the European Championship, losing to a France golden goal in the final in Rotterdam

2002



**On 30 June** Pierluigi Collina referees the final between Brazil and Germany

2003



**On 24 February** the Futsal National Team win the European Championship, beating Ukraine 1-0 in the final in Caserta

**On 26 July** Italy U19s become European Champions with a 2-0 win over Portugal in the final in Vaduz

## U19 AND FUTSAL NATIONAL TEAMS EUROPEAN CHAMPIONS IN 2003

2004



**On 8 June** Claudio Gentile's U21 National Team beat Serbia and Montenegro 3-0 in the final to win the European Championship



2004 U21 National Team win the European Championship

2006



**On 9 July** Italy win their fourth World Cup title by beating France on penalties in the final



2006 Italy win the World Cup in Germany

## 2006 WORLD CUP

2007-2021

THE MODERN ERA

2008



**On 19 July** the U19 Women's National Team win the European Championship, beating Norway in the final in Tours



2008 Women's U19 National Team win the European Championship

2008

## WOMEN'S U19 NATIONAL TEAM EUROPEAN CHAMPIONS

2012



**On 1 July** Cesare Prandelli's Italy side finish second at the European Championship held in Poland and Ukraine, losing to Spain in the final



188  
FIGC  
INTEGRATED 20  
REPORT 21





**2014** The Futsal National Team win the European Championship



**2015** The University National Team triumph at the Summer Universiade



**2016** VAR testing begins



**2018** The Beach Soccer National Team win the European Championship

**2014**

Nicola Rizzoli referees the World Cup final between Germany and Argentina

**On 8 February** the Futsal National Team win the European Championship in Antwerp with a 3-1 victory over Russia in the final

**2014**

## FUTSAL NATIONAL TEAM EUROPEAN CHAMPIONS

**2015**

**On 13 July** the University National Team win gold at the Summer Universiade in South Korea

## 2015 SUMMER UNIVERSIADE GOLD MEDAL

**2016**

**On 1 September** FIGC begins testing VAR in collaboration with FIFA: initial test in Bari

**On 14 September** Evelina Christillin becomes the first woman elected to the FIFA Council

**2017**

**On 11 June** Italy U20s achieve their first third-place finish at the World Cup in South Korea

**On 13 November** Giampiero Ventura's Italy side fail to qualify for the World Cup in Russia

**2018**

**FIGC celebrates its 120<sup>th</sup> anniversary and the 60<sup>th</sup> anniversary of the FIGC Technical Centre in Coverciano**  
The Beach Soccer National Team win the European Championship

**2018**

## BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS

**2019**



Italy hosts the European U21 Championship for the first time



Roberto Mancini's National Team achieve a historic qualification to Euro 2020 (10 wins from 10 matches)



The Women's National Team, coached by Milena Bertolini, play in the World Cup for the first time in 20 years and reach the quarter-finals



The Beach Soccer National Team reaches the final at the World Cup in Paraguay

**2020**

The National Team celebrates its 110th birthday



**2021**

Italy win the European Championship

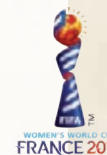
**2021**

## MEN'S A NATIONAL TEAM EUROPEAN CHAMPIONS



**2022**

The Men's A National Team fail to qualify for the World Cup for the second consecutive time





## FAN ENGAGEMENT

- Enhancing some key strategic assets, starting with the Azzurri fan base, new generations, FIGC brand promotion and creating content and opportunities for FIGC and its main stakeholders.
- A key goal is to attract new generations of fans (millennials and generation Z) who represent the future (and now also the present) of traditional sports.



### HIGHLIGHTS 2021

Vivo Azzurro is FIGC's official membership programme, an informal yet authoritative channel for FIGC to communicate on a large scale with the vast general public of Italian football fans. Joining the fan club for Italy fans offers a range of exclusive perks and benefits:

- ⊗ A dedicated newsletter containing information about events in the community and Club Vivo Azzurro
- ⊗ A fast-track system for purchasing tickets for National Team fixtures abroad
- ⊗ Discounts on tickets for home games involving the A National Team
- ⊗ Discounts on purchases at the FIGC Store
- ⊗ Possibility to attend exclusive events (Citta Azzurra, Hall of Fame, Vivo Azzurro Day, etc.)
- ⊗ Chance to take part in Fan Matches against supporters of the National Teams that the Azzurri are facing
- ⊗ Chance to participate in the Vivo Azzurro Cup, the yearly football tournament for members of the community
- ⊗ Customer relations services for Vivo Azzurro card-holders
- ⊗ A range of exclusive products and services on offer from FIGC partners
- ⊗ Discounts on entry tickets and purchases at the Football Museum in Coverciano



**3,976** NEW  
"VIVO AZZURRO" CARDS  
WERE ISSUED IN 2021  
(compared with 419 in 2020),  
with 259 renewals and 3,717  
new sign-ups

**5,597**  
NATIONAL TEAM  
FAN CLUB MEMBERS  
(compared with 3,473 in 2020).

### THE TREND OF VIVO AZZURRO CARDS ISSUED IN THE LAST FIVE YEARS



In terms of social media, Vivo Azzurro's digital community on social platforms reached a total of **12,942,374 fans and followers** on Facebook, Twitter, Instagram, YouTube and Twitch, showing an increase of 35% on 2020.

In 2021, the profiles for Italy's National Teams had **total engagement figures of over 136 million**, the second-highest among all national teams globally behind England.

The range of English language content has been expanded, with more articles and videos, while emailing and direct marketing activities for users registered with the FIGC website have been increased and customer care management for members of National Team fan clubs has been improved.

**Enhancing the international dimension:** in June 2021, new Twitter, Facebook (through geolocalised posts) and Instagram profiles were created in Arabic, along with Sina Weibo and WeChat accounts in Chinese.

The official FIGC LinkedIn page (<https://www.linkedin.com/company/figc>) was launched, with the aim of showing football fans the organisational side and professional figures behind the National Teams.





## MAJOR CAMPAIGNS AND INITIATIVES:

There was a celebratory programme to **commemorate 110 years of the Azzurri jersey**, which has always accompanied the National Team. Football was first sport to adopt blue, which then became the colour of choice for all other Italian National Teams.

For UEFA EURO 2020, the National Team's social media accounts ran a communication campaign called **«L'AZZURRO CI UNISCE»**, (L'Azzurro unites us), consisting of a new graphic design for the National Team's social channels, a launch video for the squad announcement, a mini campaign for the final against England and the

Azzurri's success in the tournament (**"Rinascimento Azzurro"** – Azzurri Renaissance) and a video made at the end of 2021 to celebrate the achievements over the course of the calendar year (**"L'Azzurro ci unisce. Sempre"** – L'Azzurro unites us. Always). This was all put together using a modern, genuine, spontaneous approach to communications.



Among the numerous accolades awarded to the **"L'AZZURRO CI UNISCE"** campaign was **coming first in the Best Digital & Social Media Team - Agency category at the Social Football Awards**.

The **"PALLONE AZZURRO"** (Blue Ball) initiative sees the fans decide on the player of the year in the Men's and Women's National Team. The winners were Federico Chiesa and Cristiana Girelli, with the two stars coming out on top from over 8,000 votes by supporters registered on [www.figc.it](http://www.figc.it).



Overall, the campaign had...



**23.1 MILLION**  
REACH



**36.4 MILLION**  
IMPRESSIONS



**4.4 MILLION**  
ENGAGEMENTS

	REACH	IMPRESSIONS	ENGAGEMENTS
SQUAD ANNOUNCEMENT VIDEO	1.2m	2.2m	116,000
RINASCIMENTO AZZURRO	20.7m	32.2m	4,100,000
END-OF-YEAR VIDEO	1.2m	2m	200,000
<b>TOTAL</b>	<b>23.1m</b>	<b>36.4m</b>	<b>4,416,000</b>

At the end of 2021, FIGC chose to celebrate a particularly special year with a video that was published on the National Team's social media platforms and on the FIGC website. The video looked back on all the emotions from UEFA EURO 2020 through the words of various Italy supporters. It featured Luca Ward as the voiceover artist and extracts from stories that Azzurri fans sent in to FIGC straight after the tournament in response to the **"IL MIO EURO-RACCONTO"** (My Euro report) call to action.



INTEGRATED 2021 REPORT



## THE FANS PAGE ON THE FIGC SITE:



The process of **bringing dedicated content to users registered on [www.figc.it](http://www.figc.it)**, was initiated, achieving very positive results. There were 61,958 registrations (32,229 full and 29,730 light) in 2021 (an increase of 489.4% on 2020).

The fans page on the FIGC website had

# 983,916 VISITS

in 2021 (compared with 136,222 in 2020) and a total of **2,286,566 page views** (compared with 221,973). **Overall users amounted to 741,888** (over seven times more than in 2020), making up 17% of the total traffic on [www.figc.it](http://www.figc.it).

The **streaming of a package of matches** involving youth, Women's Beach Soccer and Futsal National Teams exclusively for registered users kicked off in the first half of 2022, with the figures confirming the success of the strategy. **The 11 matches broadcast in the first half of 2022 have obtained 8,300 views in total, generating over 6,100 new subscribers to the FIGC site.**

A new fan engagement programme was launched, **allowing fans of the various National Teams to choose the best players in matches involving the Azzurri and the Azzurre** throughout the year via an online voting system on the FIGC website, and access match analysis of key performance data and statistics for the National Teams.

## OTHER INITIATIVES:

**Production of exclusive TV content:** in 2021, a total of **548 videos** were made and posted on FIGC's and Vivo Azzurro's digital platforms, including 399 relating to the Men's National Team, seven to the Under-21s, 116 to the Women's National Team, eight to the Men's Youth National Team, six to the eNational Team and 12 to FIGC's institutional activities.

There were **over 39 million views on the FIGC Vivo Azzurro Nazionale Italiana di Calcio YouTube channel** in 2021 (an increase of nearly 35 million on 2020), which takes the total number of views on the channel **to over 125 million**.

In parallel with Roberto Mancini's National Team's participation in UEFA EURO 2020, an **in-house television service** was produced in Coverciano featuring footage from all press conferences and training sessions that were open to the media being put together and distributed live to the main television channels.

In some games, an ad hoc television camera was made available to National Team supporters (**Vivo Azzurro Cam**) which effectively took the fans on to the pitch within a few steps of the Azzurri and Azzurre.



In 2021, a Maremma Sheepdog puppy with a kind, friendly face **was officially unveiled as the mascot for the National Teams**.

The mascot, who wears an Azzurri jersey, has an illustrious past: it's actually a Carlo Rambaldi creation. The special effects artist, who passed away in 2012, was famous on the international stage for his cinematic creations which saw him win 3 Oscars.



## FIGC'S INVESTMENT IN E-SPORTS

### OBJECTIVES

- ▲ Understand and give value to this relatively **new entertainment sector**, with a **double digit growth**, in terms of audience and turnover

- ▲ Capitalise the potential **in economic terms and in terms of interest** for the e-sports sector

- ▲ Create the first **e-Foot National Teams**



### FIGC MODEL LEGACY

- FIGC aims to proactively create a series of **communication and engagement opportunities for the fans community** becoming an information and participation hub for **virtual football in Italy**.
- With reference to e-sports related projects, **FIGC is now considered an absolute global benchmark**, and FIGC representatives are often asked to **support the various projects implemented** by the major stakeholders on the stage.



- ▲ Take part in e-sports projects run by join **FIFA** and **UEFA**

**FIFA**



- ▲ Get the new younger generations involved in **educational projects**

- ▲ Build a vehicle capable of reaching the **generation of millennials** by increasing the opportunities for interaction, sharing and **fan engagement**





## HIGHLIGHTS: THE GROWTH OF E-SPORTS SECTOR GLOBALLY AND IN ITALY



Leading specialised studies estimate the **global turnover** generated by this industry to be **\$ 1,136.5 million in 2021**, a figure that could soar to **\$ 1,866.2 million in 2025 (+64.2%)**.

In the same period, the worldwide audience generated by e-sports is also expected to increase, **from 489.5 to 640.8 million spectators (+30.9%)**.

There were **2,254 sponsorship agreements related to e-sports** in 2021 (up 26.3% from 1,785 in 2020).

Considering top-level European football alone, **78% of the clubs participating in the ten top divisions across the continent have set up an e-sports division in 2021** (142 clubs overall – more than double the figure in 2017).

**80 Italian professional football clubs** have set up their own e-sports division.

**15.5 million people** played video games in Italy in 2021, which is 35% of the Italian population aged 6 to 64.

In 2021, **5% of Italians aged over 18 played e-sports and 10.9% said they were interested in e-sports**, totalling more than **5.4 million people** (13.7% of men and 8.3% of women). The sector is especially palatable for younger age groups; 23.5% of 18-24 year-olds and 22.7% of 25-34 year olds say they are interested in e-sports, while interest drops below 8% among those aged over 35.

**Total direct e-sports revenues** in Italy were **€ 14.2 million in 2021**, almost an eightfold increase compared to the result obtained five years earlier. This figure is driven mostly by broadcasting rights, accounting for 37.6%, and sponsorships, accounting for 45.0%.



## COMPARISON OF DIRECT REVENUES FROM THE E-SPORTS MARKET IN ITALY, BROKEN DOWN BY TYPE:



**The overall economic impact** (direct and indirect) estimated for the e-sports sector in Italy is **€ 45-47 million**.

**The direct economic impact**, directly related to the sector's impact on employment, is more than **€ 30 million**, while the indirect economic impact generated by all e-sports-related expenses, such as ancillary services and merchandising, **exceeds € 15 million**.

**The daily audience of e-sports in Italy is about 475,000 spectators.**

The average weekly time spent by the fanbase to watch e-sports and/or participate in other activities related to e-sports is **4.6 hours**, making it the **third most popular leisure activity** after video games (console/PC or Mobile) and music.

As for the best-selling video games in Italy in 2021, the **top three spots** included **two football games**.

The **professional football leagues** (Lega Serie A, Lega Serie B and Lega Pro) and the National Amateur League **have also started various types of activities in the field of e-sports in recent years** (online tournaments and events across the entire nation), for which an estimated total of almost 7,600 gamers have signed up, adding to the more than 14,000 involved in the FIGC selections for the eNational Teams.





## RESULTS ACHIEVED

✕ Setting up and starting the **selection programme for the Italian Pro Evolution Soccer (PES) National Team** during the 2019 European Under-21 Championships, held in Italy and San Marino in June.

✕ The five Italian host cities for the competition (Udine, Cesena, Trieste, Reggio Emilia and Bologna) hosted traveling **"boot camps"** – trials to select the best gamers.

✕ Organisation of a **tournament for professional on-line gamers**, which accompanied the Final Phase of the European Championship (**eEURO U21**); the 12 players who qualified for the final phase faced off on big screens at the stadium in front of all the spectators in attendance there.

✕ After the European Under-21 Championships, the activity continued with the organisation of a series of **qualifying tournaments**, until the **final selection event** (held in Coverciano) produced the four members of **FIGC's first e-sports Italian National Team**. The TIMVISION PES 2020 eNATIONAL TEAM was Rosario "Npk\_02" Accurso, Nicola "nicaldan" Lillo, Carmine "Naples17x" Liuzzi and Alfonso "AlonsoGrayfox" Mereu.

✕ This initial e-football programme enabled FIGC to capitalise on some important **business opportunities**: **TIMVISION** and **Progaming Italia** became **title sponsor and technical partner of the eNational Team**, respectively. The agreement between TIM and FIGC aims to generate **e-sports content for TIMVISION**, set up competitions and events to increase the visibility of the eNational team's pro players and expand the e-sports user base in Italy; the agreement with **Progaming Italia** is aimed at sharing specific **technical knowledge of the e-sports world**.



✕ The eNational Team took part in the **qualifiers for UEFA eEURO 2020**, the first ever European virtual football championship, and gained access to the final phase of the competition, before going on to **win the tournament in May 2020**.

In the final played against Serbia, the decisive goal was scored by an unprecedented Neapolitan pair (formed by eplayer Carmine 'Naples17x' Liuzzi and avatar Lorenzo Insigne) in the 90th minute, settling the fourth and final game of the final.

✕ In 2020, the **FIFA 20 E-NATIONAL TEAM POWERED BY TIMVISION** was created too, while in 2021 the **new TIMVISION PES E-NATIONAL TEAM**, was set up and qualified for the UEFA European Championships (being eliminated in the group stage), along with the **TIMVISION FIFA 21 E-NATIONAL TEAM**, which qualified for the World Cup organised by FIFA (unfortunately cancelled due to the Covid emergency that followed the COVID-19 pandemic). Then, in November 2021, selections began for the creation of the new **FIFA 22 E-NATIONAL TEAM Powered by TIMVISION**.

✕ In 2021, FIGC renewed its membership in the **Italian e-sports Observatory**. The agreement is part of the common strategy aimed at supporting the evolution of the entire Italian movement related to the world of competitive video games, and first and foremost football simulation games.

✕ **Training**: initiatives are worth mentioning too: in collaboration with the Master Executive in Esports Management, FIGC offered **3 scholarships for the second edition of MasterEsports**, so as to help the sector generate increasingly specialised figures.

## FIGC E-FOOTBALL PROGRAMME SUMMARY DATA AT 31 DECEMBER, 2021

✪ **CREATION OF eNATIONAL TEAMS**  
(eNAZIONALE TIMVISION PES 2020, eNAZIONALE TIMVISION PES 2021, eNAZIONALE FIFA 20 POWERED BY TIMVISION, eNAZIONALE FIFA 21 POWERED BY TIMVISION)

✪ **OVER 14,000 SIGNUPS**  
UPS FOR THE QUALIFYING ROUNDS

✪ **89 TOURNAMENTS ORGANISED**  
✪ **TIMVISION PES e-NATIONAL TEAM EUROPEAN CHAMPIONS 2020**

✪ **1.5 MILLION VIEWS AND 1.2 MILLION UNIQUE USERS OF THE 34 LIVE STREAMING EVENTS ON TWITCH**

✪ **33,145 TOTAL SOCIAL MEDIA COMMUNITY** (+230% from 2020)



INTEGRATED 20  
REPORT 21



195



# THE CULTURAL HERITAGE OF ITALIAN FOOTBALL MUSEUM OF FOOTBALL FOUNDATION



## CONCEPT



- ☉ Centre of Historical and cultural documentation of Italian football
- ☉ Situated in the FIGC Technical Centre in Coverciano
- ☉ Place where FIGC preserves the history of the Italian National Team, from the 1930s to present day

6  
ROOMS



OVER  
1,000  
MEMENTOS

(shirts, boots, balls, tickets,  
plaques and statues)

ALMOST  
100,000  
PHOTOGRAPHS

3,093  
VOLUMES



196  
INTEGRATED 20  
REPORT 21



227

ALBUMS OF PRESS REVIEW  
(from 1934 to 1966)



1,760  
AUDIO-VIDEO ITEMS



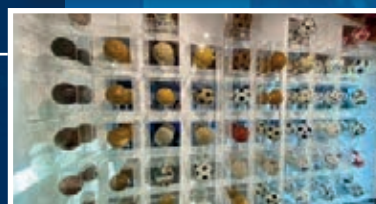
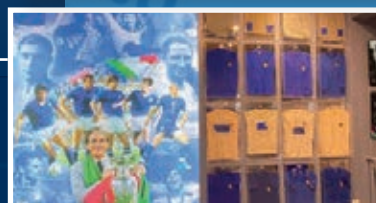


## MUSEUM ACTIVITIES: 2021 HIGHLIGHTS

- ⊗ Reopening to the general public on 1 May 2021 following renovation work, showcasing new memorabilia related to the National Team
- ⊗ Increased number of visitors from Italy and abroad: 9,800 tickets sold in eight months open to the general public, despite the health emergency

### New exhibition paths:

- ⊗ New collections, sorted by topic and in chronological order
- ⊗ Hall of Trophies
- ⊗ Section dedicated to the Women's National Team
- ⊗ Cinema room to experience emotions with Italy's goals
- ⊗ New wall featuring the Azzurri jerseys
- ⊗ Hall of footballs
- ⊗ Temporary display dedicated to Italy's victory in the 2020 European Championships

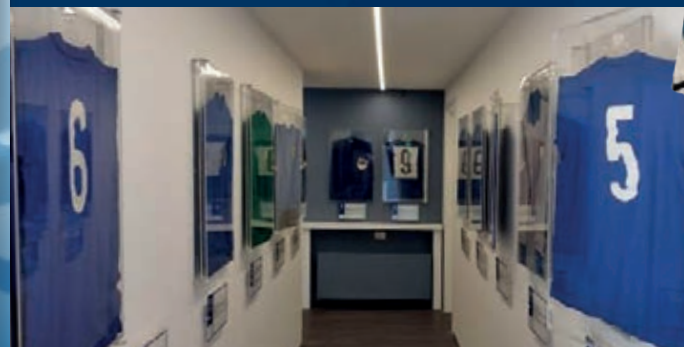


- ⊗ New "Corte dei Campioni" (Courtyard of Champions), FIGC timeline and list of National Coaches and over 800 players that have donned the Azzurri jersey in its 111-year history



## New memorabilia illustrating Italian football and the Azzurri:

- ⊗ 7 jerseys describing Italy's road to Wembley and victory at UEFA EURO 2020; together with the ball used in the final and the trophy itself



- ⊗ Pass used by the President of the Italian Republic, Sergio Mattarella, at the UEFA EURO 2020 final between Italy and England
- ⊗ The UEFA eEuro 2020 trophy, the first-ever UEFA e-sports European Championship, won by the Italian National Team
- ⊗ The coin that decided the toss in Italy's favour against the USSR in the semi-finals of the 1968 European Championship, which the Azzurri would then go on to win for the first time
- ⊗ Jersey No.4, worn by Alessandro Costacurta at the 1994 World Cup
- ⊗ Jersey No.7, worn by Giacomo Bulgarelli in the Italy v Brazil match (12 May 1963)
- ⊗ Jersey No.5, worn by Francesco Morini in the Italy vs England match (14 June 1973)
- ⊗ Jersey No.13, worn by Emerson Palmieri in the Nations League semi-final (Italy v Spain).
- ⊗ Jersey No.21, worn by Federico Chiesa in the Italy v San Marino match (31 May 2017)





- ⊗ Schedule of celebrations for the 21<sup>st</sup> anniversary of the foundation of the Football Museum
- ⊗ Special event to commemorate the figure of Fino Fini, one year after the death of the historic founder and President of the Football Museum Foundation
- ⊗ Communication initiatives taken together with the major Italian television broadcasters
- ⊗ Launch of the Museum's Facebook, Twitter and Instagram channels on the day of the National Team's debut match at UEFA EURO 2020; on the new channels it is possible to view photos, jerseys, memorabilia while also experiencing the stories of Italian football stars and watching videos of the Azzurri's history
- ⊗ Social media activities, with in-depth coverage of the matches played by the National Team at UEFA EURO 2020



- ⊗ Educational initiative "A tavola con i campioni" (Eating with champions) aimed at making people understand the importance of healthy eating
- ⊗ "Com'è fatto il calcio" (How football is made) initiative, to learn about the materials used throughout history to make jerseys, boots and footballs
- ⊗ "Calcio e Letteratura" (Football and Literature) and "Parlare e scrivere di sport" (Talking and Writing about Sport) focused on literature inspired by the game of football



In December 2021, the Museum offered children the opportunity to decorate the Christmas tree at the entrance with their letters for Italy players. Lorenzo Insigne and Manuel Locatelli opened the large sack containing more than 200 letters

Development of the scientific sphere, with the completion of historical reconstruction work that acknowledges that William Garbutt, the English coach who revolutionised Italian football at the beginning of the 20<sup>th</sup> century by leading Genoa to 3 league titles, also coached the Italian National Team for 6 matches, between 1913 and 1914

**Digital development activities: in November 2021, the official Football Museum App was created for iOS and Android.**

- ⊗ Organisation of temporary exhibitions in Rome (UEFA Fan Zone, Termini station and Casa Azzurri) and in Emilia Romagna with the exhibition "Azzurra: la grande storia della Nazionale" (the great history of the Italian National Team)
- ⊗ Photography prize #NonniAlMuseoDelCalcio
- ⊗ Initiatives associated with the International Day for the Elimination of Violence against Women (inauguration of a 'red bench' at the Football Museum)

#### School pathways and initiatives aimed at the younger generations:

- ⊗ Refreshment area with many games
- ⊗ Possibility of hosting summer camps
- ⊗ "Giocare a Coverciano" (Playing in Coverciano) and "Giornata Azzurra a Coverciano" (Azzurri Day in Coverciano) initiatives, intended for youngsters, with the participation of football schools



Available in Italian and English, the App can be downloaded on your device when you arrive at the Museum and provides access to different types of media and special content. Meticulous iconographic and historical research led to the selection of memorabilia, texts and photographs offering a more traditional fruition, as well as audio descriptions, historical archive videos and, above all, video explanations recorded and narrated by the President of the Football Museum Foundation, Matteo Marani. The application, developed by Tuscan company SPACE S.p.A.-Gruppo ETT, puts the visitor at the centre of the visit by offering in-depth historical information that can be activated with Bluetooth technology, while the most significant and iconic memorabilia are indicated by a special icon and a QR code that can be activated by the App's internal reader.





19



## 4.4 ENHANCING FIGC'S BRAND IDENTITY

In 2021, following the internalisation of the Business Area, FIGC continued the process of enhancing the value of commercial activities. The Association currently has the following partnerships in place:

### NATIONAL TEAMS

#### TECHNICAL PARTNER



#### TOP PARTNER



#### PREMIUM PARTNER



#### OFFICIAL PARTNER



#### LUXURY & FASHION OUTFITTER



#### STICKERS & CARDS PARTNER



#### TICKET PARTNER



#### MEDIA PARTNER



#### TECHNICAL SUPPLIER



### LICENSING

KONAMI

Bavli



### WOMEN'S FOOTBALL DIVISION

#### TITLE SPONSOR



#### PREMIUM PARTNER



#### OFFICIAL MATCH BALL



#### OFFICIAL MEDIA PARTNER



#### TITLE SPONSOR SUPERCOPPA



### YOUTH AND SCHOOL SECTOR



### ITALIAN REFEREES ASSOCIATION





## FOCUS: FIGC'S COMMERCIAL INTERNALISATION PROGRAMME

Since 2019, the FIGC governance has decided to **internalise some strategic activities** that were previously assigned to an external adviser:

- ⊗ Sales
- ⊗ Accounting
- ⊗ Implementation operations
- ⊗ Strategic marketing
- ⊗ Digital content
- ⊗ Visibility monitoring
- ⊗ Producing editorial content
- ⊗ eNational Team (e-sports) activity

### THE INTERNALISATION OF FIGC'S COMMERCIAL AREA PRODUCED EXCELLENT RESULTS IN THE FOUR-YEAR PERIOD 2019-2022:

#### VALUE OF FIGC'S SPONSORSHIP AGREEMENTS IN THE LAST TWO FOUR-YEAR PERIODS

CATEGORY	2015-2018 TOTAL	2019-2022 TOTAL	VARIATION	% VARIATION
TECHNICAL SPONSOR, TOP PARTNERS, PREMIUM PARTNERS, OFFICIAL PARTNERS	€ 136,471,264	€ 158,645,198	+ € 22,173,934	+16.2%
MEDIA PARTNERS, LUXURY, CONSOLES, TECHNICAL, eNATIONAL TEAM, LICENSING	€ 4,142,206	€ 10,933,018	+ € 6,790,812	+163.9%
AIA	€ 14,400,000	€ 18,250,000	+ € 3,850,000	+26.7%
SCHOOL AND YOUTH SECTOR AND WOMEN'S FOOTBALL DIVISION PARTNERS	€ 1,400,000	€ 6,068,200	+ € 4,668,200	+333.4%
<b>TOTAL</b>	<b>€ 156,413,470</b>	<b>€ 193,896,415</b>	<b>+ € 37,482,945</b>	<b>+24.0%</b>

### ⊗ +24.0%

Growth of total commercial revenues: with an increase of almost € 37.5 million

### ⊗ +57.1%

Growth of commercial revenues excluding Technical Sponsor (a separate product category)

## + REVENUE

## + PARTNERS

Enhancement and re-assessment of **products and services**, while constantly seeking and analysing new business opportunities.

In 2021 sponsorship formats were agreed with and sold to the following partners: EY, Figurine Panini, Rossini, Samsung, Forte Village, Lino Sonego, Sony PlayStation and Socios.com.

## + KNOWHOW AND INVESTMENT IN HUMAN CAPITAL

In the last four years, FIGC's Business/Commercial Area team has **expanded from seven members of staff to 25**.

## + ACTIVITY

Better knowledge and control of the market and **development of special projects** with greater satisfaction for partner companies.



## MAIN INITIATIVES AND COLLABORATIONS IN 2021



Partnership with Chiliz to launch \$ITA Fan Tokens on the **Socios.com** fan engagement platform. On 7 March 2022, during the World Cup play-off against North Macedonia, 150,000 Fan Tokens were issued with a value of € 2 each. They were completely sold out only three hours after going on sale (with buyers from 104 different countries). \$ITA Fan Token holders were asked to vote for a motivational message to be displayed in the National Team dressing room and for the song that should be played when a goal was scored.



Panini became the **Stickers & Cards Partner of the Italian National Team** until 2030. The announcement of this deal coincided with the launch of UEFA EURO 2020™ Adrenalyn XL 2021 Kick Off, the trading cards collection for the 24 National Teams competing in the 2020 European Championships.

Panini became the **Stickers & Cards Partner of the Italian National Team** until 2030. The announcement of this deal coincided with the launch of UEFA EURO 2020™ Adrenalyn

In 2021, **Forte Village** became the official luxury resort of the Italian National Teams, hosting the first gathering of the men's National Team ahead of UEFA EURO 2020. Offering maximum safety, relaxation, privacy and family fun, it allowed the Azzurri to get geared up ahead of the training camp in Coverciano before the European Championships.



202 INTEGRATED REPORT 21



Venetian company **Lino Sonego**, a leading brand in the chair market, became the National Team's Technical Supplier in 2021. The agreement led to the complete refurbishment of the chairs in the dressing rooms at the FIGC Technical Centre in Coverciano.

Partnership with Sony Interactive Entertainment, whereby **PlayStation** became the official Console Partner for the Italian National Team. The collaboration led to the launch of the Azzurri Fans Cup, a FIFA 21 eSports tournament open to all Azzurri fans who enjoy the famous video game.



**Equilibra**, Official Partner of the National Team, made an advert starring Italy Women's National Team player Cecilia Salvai. The advert was broadcast on major TV stations and featured a new narrative of beauty, moving away from dominant standards and instead inviting people to embrace nature to find well-being.



**Ali Lavoro**, Official Partner of the National Team, carried out a series of interviews with various members of National Team staff, looking in depth at different aspects of their day-to-day work. The interviews followed a specific format that was shared on the company's social media pages.





For the European Championships, the FIGC's official Luxury & Fashion Outfitter **Emporio Armani** unveiled the National Team's new formal uniform, a tribute to Enzo Bearzot and inspired by the elegance of the historic coach and authentic Italian style.



Top Partner **FIAT** celebrated the revival of the National Team and Italy with a new advert that was broadcast on TV and online. The advert aimed to celebrate Italy's greatest victory: on the one hand, finally being able to get out in the street to celebrate the Azzurri, and on the other, supporting the revival of the country and the desire to regain freedoms. The FIGC Technical Centre in Coverciano then played host to a very special guest: the new Fiat 500 full electric.



Official Partner **Peroni** honoured the Azzurri's win at UEFA EURO 2020 by creating a special edition bottle dedicated exclusively to the European champions, with a special message to celebrate the Azzurri: "We are so proud of you that we've also turned blue!"

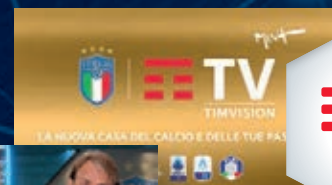


Posteitaliane



Collaboration with **Poste Italiane**, Top Partner of the National Team, led to the creation of a huge flag made up of over 1,200 faces from the company, reaching a height of 60 metres and a width of 15 metres. The total image comprising 900 square metres covered the façade of the skyscraper that houses the headquarters in Rome. Poste Italiane also created two adverts featuring Azzurri stars.

**TIM** in its capacity as Top Partner of the National Team, launched new adverts for TimVision's Football and Sport offer, seeing head coach Roberto Mancini feature alongside "L'Allenatore nel Pallone" (Trainer on the Beach) character Oronzo Cana, played by Lino Banfi.



FRECCIAROSSA



Ahead of UEFA EURO 2020, in the month of June, Trenitalia created a special **Frecciarossa** train with a blue colour scheme which took the National Team from Florence to Rome for their opening match against Turkey in UEFA EURO 2020. It featured the slogan "United by a single passion: Italy" on the side. The train took the team to their next two fixtures in Rome against Switzerland and Wales.

TeamSystem



**TeamSystem**, Premium Partner of the Italian National Team, created the Digital National Team Feature, which was shared on the company's social media pages. A series of video interviews looked at the way that new technologies are used by various members of the National Team staff.





## ITALIAN REFEREES ASSOCIATION PARTNER

In terms of the business profile of the Italian Referees' Association (AIA), 2021 saw the continuation of partnerships signed over previous years, namely the technical sponsorship deal with **Legea** and the partnership with **Net Insurance**, the official sponsor featuring on the shirts of over 30,000 AIA members and referees on the pitch.

### TECHNICAL PARTNER

**LEGEA**

### JERSEY SPONSOR

**NET INSURANCE**

According to the results of research by *Nielsen Fan Insights*, in December 2021, **21% of the Italian population** recognised the Net Insurance brand as the AIA sponsor, with an annual increase of 10% compared to the same period during the previous year. Among football fans, this recognition is at 30%, an increase of 20%.



## DEVELOPMENT OF THE MEDIA FACTORY

In occasion of the match Italy-Switzerland, played at the Stadio Olimpico in Rome, was produced the first live broadcast developed by the **"Media Factory" FIGC**.

The comic trio of "Gli Autogol", linked by "Casa Azzurri", and Pierluigi Pardo - from the sidelines - told the pre-match of the Stadio Olimpico. The show was broadcast on all social channels of the National Team and attended as guests some "Azzurre Legends", characters from the world of football and entertainment

## ORGANISATION OF EVENTS FOR PARTNERS

In May 2021, **Partner Day** at Forte Village took place. After the success of Mancini's National Team in the European Championships, representatives from partner companies enjoyed another day of celebration in Coverciano alongside the Azzurri, champions of Europe.



## TECHNOLOGICAL DEVELOPMENT FOR BUSINESS

During the Switzerland v Italy match in September, a brand-new initiative for National Team games was introduced, for the first time, **virtual advertising** was brought in during a European qualifying match, ensuring visibility for FIGC's commercial partners in Italy as well as for UEFA's commercial partners, thanks to Supponor technology.

### SWISS TV | REAL STADIUM



### ITALIAN TV | VIRTUAL ADV





## FIGC-PUMA STRATEGIC PARTNERSHIP



Thanks to Italy's European Championship win, 2021 was a record year for FIGC-PUMA official merchandise: **the number of items sold increased by 48% compared to 2020**. In Italy the increase was 292%.

### INCREASE IN NUMBER OF ITEMS SOLD COMPARED TO 2020



### MAIN FOREIGN MARKETS FOR GROWTH



### INCREASE IN NET SALES COMPARED TO 2020

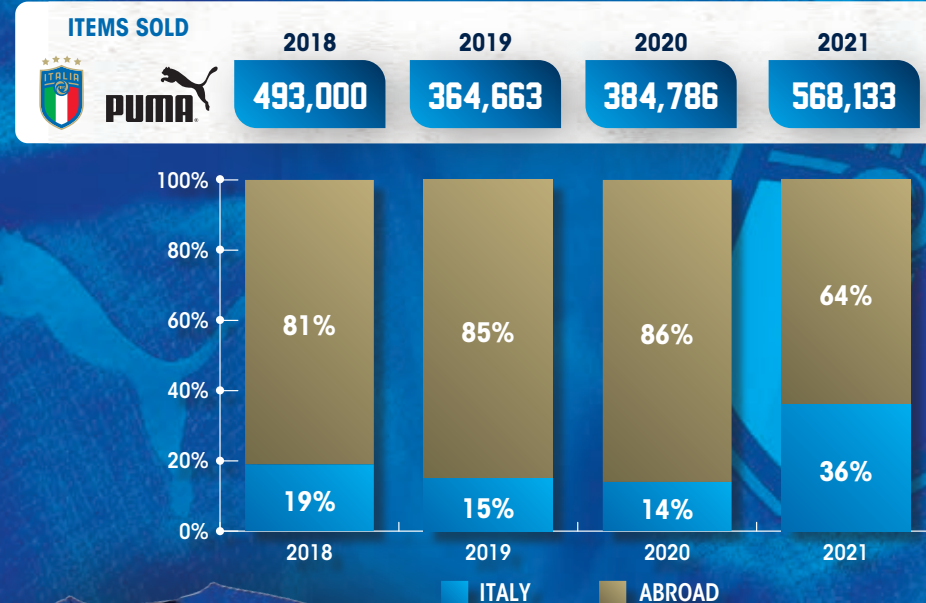
Net sales in Italy increased by 295%, while abroad there was a 30% increase, with North America leading the way. Overall, taking Italian and foreign markets at the aggregate level, **net sales increased by 65%**.



### MAIN FOREIGN MARKETS FOR GROWTH



## PERCENTAGE COMPARISON OF ITEMS SOLD IN ITALY AND ABROAD



In 2021, Technical Sponsor PUMA unveiled the new **National Team Away Shirt** and the new **ULTRAWEAVE** kit, developed using high-performance clothing technology.



## MEDIA VISIBILITY BENEFITING FOR FIGC SPONSORS

### TV, PRESS AND INTERNET EXPOSURE OF FIGC 2021 SPONSORS

In 2021, sponsors received more than 734 hours of TV exposure, with an increase in newspaper and online mentions at the same time.



TV air-time by FIGC sponsors in 2021  
(HH:MM:SS)= 734:16:46



Press results

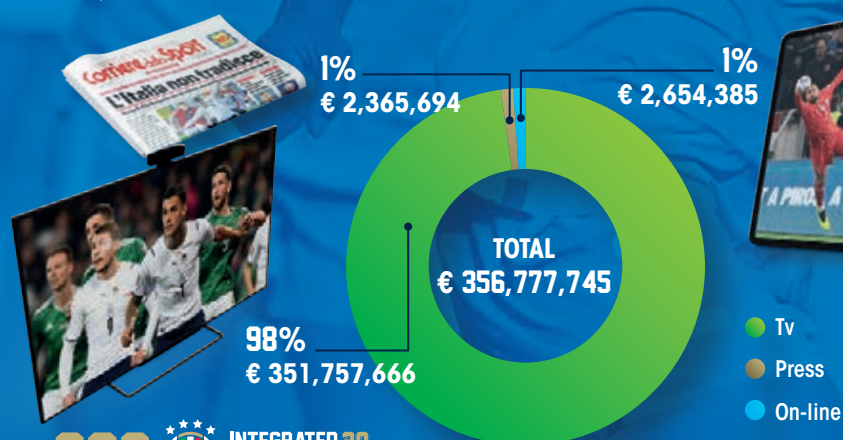


Internet results

	Press results	Internet results
Articles	303	2,692
Number of mentions	578	4,505
Total reach (contacts in millions)	314	396

### ECONOMIC VALUE (QI) IN 2021 FROM MEDIA EXPOSURE CREATED BY FIGC BENEFITING ITS SPONSORS AND PARTNERS

The total economic value of media exposure for FIGC sponsors and partners on all platforms (newspapers, TV and online) is estimated to be approximately € 357 million, compared to € 334 million in 2020.

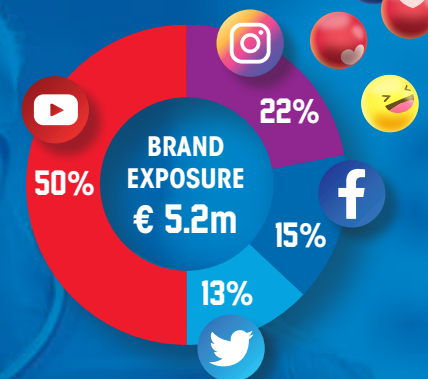


206 INTEGRATED REPORT 2021

Source: FIGC – Business Area from Vidierre statistics

### VALUE BENEFITING FIGC SPONSORS CREATED BY POSTS ON FIGC SOCIAL-MEDIA IN 2021

The value in terms of brand exposure for FIGC sponsors from posts on FIGC social media pages reached € 5.2 million in 2021, compared to € 4.6 million in 2020 and € 4.4 million in 2019.



### BUSINESS MANAGEMENT OF TELEVISION AND MEDIA RIGHTS

In 2021, FIGC and RAI further strengthened their partnership, which is not just limited to broadcasting the matches of Roberto Mancini's Azzurri side, the Women's National Team, or Italy U21s. In the months following the agreement, some of the biggest fixtures for the Youth National Teams and Futsal teams were also aired.



These activities have further bolstered a relationship that has now lasted for almost a century (the first radio commentary was on 25 March 1928, where Giuseppe Sabelli Fioretti commented on Italy v Hungary), with 20 World Cups and 15 European Championships broadcast in Italy by Rai.

### REVENUE FROM TV RIGHTS



Men's A National Team Men's U21 National Team  
Special Rights - Women's A National Team and other teams



08.09.2021  
REGGIO EMILIA, ITA

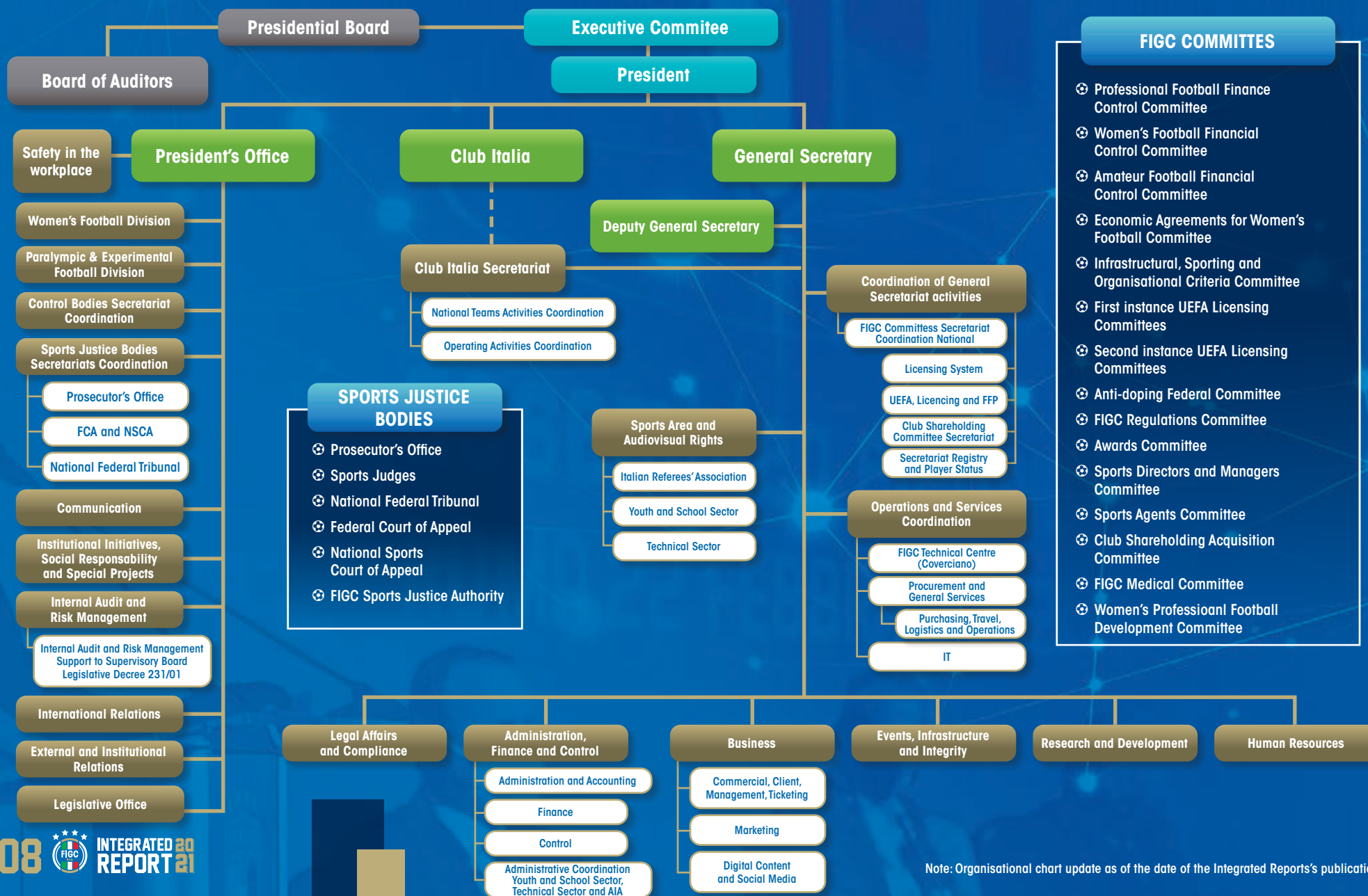


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# 4.5 EFFICIENCY AND INTERNAL ORGANISATION

## ORGANISATION CHART FUNCTION CHART





## FIGC REORGANISATION

In 2021, the FIGC governance further consolidated **the reorganisation of the Association's structures and bodies**, making additional changes to the organisation chart and function chart.

### THE RESTRUCTURING INCLUDES SIGNIFICANT REFORMS APPROVED BY FIGC'S LEADERSHIP:

- ❖ New Club Italia structure.
- ❖ Further strengthening of the Business Area.
- ❖ New organisational structure for sports justice bodies and supervisory bodies.
- ❖ Incorporation of the Women's Football Division and Paralympic and Experimental Football Division within FIGC.
- ❖ Creation of President's Office.

### THE NEW ADMINISTRATIVE STRUCTURE SEEKS TO ACHIEVE THE FOLLOWING GOALS:

- ❖ Provide support, according to criteria of efficiency, effectiveness and cost-effectiveness, to the processes to enhance FIGC's Human Capital.
- ❖ Find new and larger financial resources.
- ❖ Improve the quality of services provided.
- ❖ Enhance FIGC's international dimension.
- ❖ Attract new world-class events.
- ❖ Consolidate medium-to-long-term investment capacity.

### THE CORPORATE RESTRUCTURING PROCESS SOUGHT THE FOLLOWING OBJECTIVES:

- ❖ Strengthening the FIGC structure, including by developing processes, flows and systems adopted for greater efficiency and internal management.
- ❖ Rationalisation of internal processes and levels of coordination.
- ❖ Internalisation of some key marketing and commercial functions.
- ❖ Creation of new top-level functions to oversee strategic areas.
- ❖ Development of new products and content with significant added value.
- ❖ Improvement of relations with all stakeholders (internal and external to FIGC).



## LEGAL AFFAIRS AND COMPLIANCE



- ⊗ Legal support for the various FIGC areas, especially during the pandemic.
- ⊗ Need to deal with and solve even more specific problems of a legal nature regarding contracts (e.g. managing the suspension and resumption of international events) and specific institutional matters (managing FIGC championships and implementing COVID-19 protocols).
- ⊗ Checking that personal data is processed correctly with regard to applying and ensuring compliance with COVID-19 containment measures set out by the relevant authorities.
- ⊗ Compliance activity: updating of FIGC's Organisation, Management and Control Model following recent changes in legislation.

## NEW PROCEDURES AND OPERATING GUIDELINES



The new "organisational procedure for procuring goods and services" was ratified between the end of 2021 and the start of 2022. The aim is to facilitate planning for the procurement of goods and/or services in the best market conditions, while upholding the principles of cost-effectiveness, efficiency, fairness, equal treatment, transparency, proportionality and environmental protection.

## RISK ASSESSMENT, INTERNAL AUDITING AND SUPERVISORY BOARD



The updating of the *Control Risk Self Assessment* (CRSA) in 2021 focused on the areas and processes impacted by organisational changes implemented over the course of the year, as well as those affected by the results of audits and follow-ups, and by the pandemic. Specifically, the following were updated:

- ⊗ Risks identified
- ⊗ Inherent and residual risks of processes
- ⊗ Mitigating factors of the risks identified and implemented by the organisational areas
- ⊗ Areas for individual improvement identified

The 2021 Audit Plan, devised with a risk-based approach in accordance with the Control Risk Self Assessment (CRSA) and consolidated by the management identified as the "owner" of the process, included audit interventions for the following FIGC processes:

- ⊗ Management of registrations
- ⊗ Management of contracts with sponsors
- ⊗ Management of AIA reimbursements and allowances
- ⊗ Staff recruitment
- ⊗ Definition of the system of proxies and power of attorneys
- ⊗ Ticketing

Presentation of an updated 2021 Audit Plan with amendments for the audits in process and those to be started (management of contracts with sponsors, staff recruitment, system of proxies and power of attorneys, ticketing and monitoring/follow-up on management of reimbursements and allowances for referees and FIGC employees and collaborators).

With regard to the activities and the body referred to in Legislative Decree 231/2001, on 9 June 2021 the Executive Committee re-appointed the Supervisory Board with the same structure.

The Supervisory Board met seven times in 2021, fulfilling its role of monitoring how well the Model works and prevents offences that fall under the responsibility of the Organisation/Association. The Supervisory Board aided FIGC in updating the Organisation, Management and Control Model pursuant to Legislative Decree 231/01 following the introduction of new predicate offences (tax offences, PIF directive).



## SPORTS GOVERNANCE – 2021 HIGHLIGHTS

On 22 February 2021 the FIGC elective assembly **re-elected President Gabriele Gravina for the four-year term 2021-2024**, with 73.45% of the votes from the assembly.

Gravina will therefore continue to lead FIGC until 2024, enhancing the strategic assets included in the **"Match for the Future"** policy platform.



At the same time, the **Executive Council was renewed**.

It elected two FIGC Vice-Presidents, determined the structure of the Presidential Board and appointed presidents for the Technical Sector and Youth and School Sector.

Following his re-election, President Gravina initiated **a tour of meetings with National Amateur League Regional Committees** and with Youth and School Sector coordinators, to listen to the needs on the ground and revitalise through grassroots events and initiatives.

In May 2021 **Gravina became a member of the new CONI Council** when Giovanni Malago was re-elected as president of the Italian National Olympic Committee.





## MANAGEMENT CONTROL: FIGC SAFEGUARDS

FIGC has developed and equipped itself with an extensive control system (internal, administrative, accounting and finance), which has the following safeguards in place:




**FIGC IS THE FIRST ITALIAN  
SPORTS FEDERATION TO INTRODUCE  
INTERNAL AUDITING**



**RISK ASSESSMENT**



**COMPLIANCE FUNCTION TO ENSURE  
REGULATORY CONFORMITY**



**ORGANISATION, MANAGEMENT  
AND CONTROL MODEL, PURSUANT  
TO LEGISLATIVE DECREE 231/2001  
AND CODE OF ETHICS**




**SUPERVISORY BOARD**




**ADMINISTRATION AND  
ACCOUNTING REGULATIONS**

### 22 OPERATING PROCEDURES AND INSTRUCTIONS:


1. Guidelines for managing FIGC procedures
2. Management of corporate obligations
3. Management of monetary and financial flows
4. Acquisition of goods and services (further updated in early 2022)
5. Human Resources selection
6. Use of company IT tools
7. Relations with Public Administration
8. FIGC memberships
9. Divestment of depreciable assets
10. Awarding of institutional patronage and issuing of contributions
11. Travel and expenses covered for employees
12. Allocation and use of mobile phones
13. Allocation of legal roles
14. Acquisition of goods and services for FIGC Technical Sector and territorial courses
15. Acquisition of goods and services for the Youth and School Sector
16. Guideline for managing minors at National Team events
17. Breach of private data
18. Purchasing of goods and services by AIA's regional structures
19. Flows of information for FIGC Supervisory Board
20. Operating instructions for self-booking meeting rooms at FIGC's Rome headquarters
21. Organisational procedure for using and protecting IT tools and email
22. Procedures and information sheets relating to management of the health emergency, including the implementation of an internal COVID-19 protocol and instructions for using tools and services when working from home




**MANAGEMENT CONTROL FUNCTION,  
WHICH INCLUDES PREPARATION OF  
HALF-YEAR POSITION**




**LAUNCH OF PROCESS TO ALLOW  
FOR MANAGEMENT PERFORMANCE CHECKS  
ON A QUARTERLY BASIS (RATHER THAN  
HALF-YEARLY). ONCE FULLY OPERATIONAL,  
THE CHECKS WILL BE CONDUCTED  
ON A MONTHLY BASIS**



**INTRODUCTION OF THE INTEGRATED  
MANAGEMENT SYSTEM (SAP ERP)**




**VOLUNTARY EXTERNAL AUDIT OF FINANCIAL  
STATEMENT, CONDUCTED BY AN  
INDEPENDENT THIRD-PARTY AUDIT COMPANY**



**PURCHASING FUNCTION, TASKED  
WITH ISSUING ORDERS ACCORDING TO  
THE NORMS INTRODUCED BY THE  
PROCUREMENT PROCEDURE**



**SUPPLIER REGISTER WITH ONLINE SIGN-UP**



**IT PLATFORM TO CARRY OUT TENDERS,  
ENSURING TRACEABILITY AND PRIVACY OF  
OFFERS ENTERED IN THE SYSTEM**



**STANDARDISING SUPPLY CONDITIONS  
AND THE SHARING OF CONTRACTUAL  
CLAUSES**



## SAFETY IN THE WORKPLACE

- ⊗ In 2021, FIGC continued to fight the spread of COVID-19 in the workplace by **modifying the rules of behaviour and constantly updating the employment model** based on the course of the pandemic.
- ⊗ Various screening activities were carried out on a voluntary basis, with **around 250 tests taken and approximately 750 PCR done**, both for community screening purposes and for travel reasons.





# DEVELOPMENT AND ENHANCEMENT OF DIGITAL, TECHNOLOGICAL AND IT PLATFORMS

## CONCEPT

The new website, launched in October 2018, brought together FIGC's digital resources and created a new multimedia and multi-channel media portal, capable of becoming the digital reference point for Italian football, hosting all the various content previously available on different platforms:

18-YEAR ARCHIVE FROM THE DIFFERENT SITES



1,700 PHOTO GALLERIES



OVER 50,000 DOCUMENTS



400 VIDEOS



The previous websites of FIGC (institutional), the Youth and School Sector, Women's Football, the Technical Sector, the Football Museum, Vivo Azzurro and the Calcio e-library service were realigned and centralised in a single portal, enhanced with dedicated features, services and exclusive content.



## NEW CONTENT

- ⚽ PRODUCTION EXCLUSIVE VIDEO AND PHOTO
- ⚽ LIVE MATCH
- ⚽ NEW STATS SOFTWARE FOR ALL NATIONAL TEAMS
- ⚽ VIDEO STREAMING
- ⚽ RESULTS AND RANKINGS

- ⚽ RESERVED AREA FOR REGISTERED USERS WITH DEDICATED SERVICES:



TICKETING



E-COMMERCE



COMPETITIONS AND SURVEYS



TRAINING



PLAYER STATUS

FIGC.IT website



## LEGACY

- INNOVATIVE IMPACT FOR ALL TARGETS
- RESOLVES PREVIOUS FRAGMENTATION ON THE INTERNET



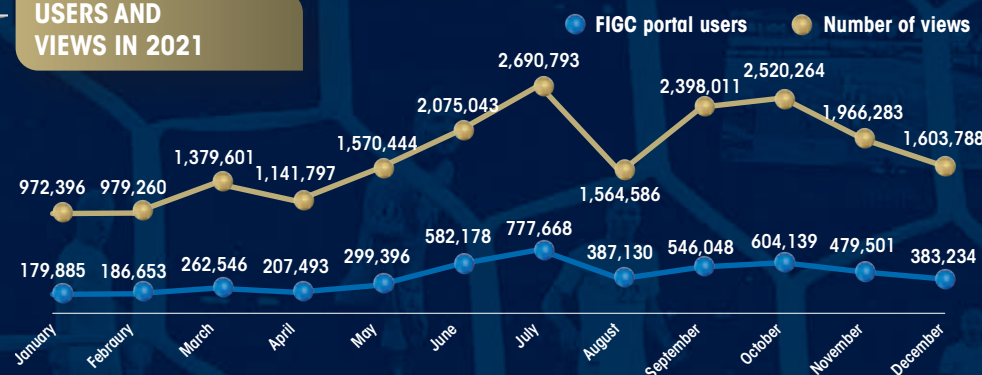
- A SINGLE, UNIFORM VISUAL COMMUNICATION LINE
- EASIER ACCESS TO CONTENT

## INCREASED PARTICIPATION, INVOLVEMENT AND TRAFFIC ON THE PORTAL: 2021 HIGHLIGHTS

Thanks to Italy's EURO 2020 triumph, the figc.it website achieved some extraordinary results in 2021, obtaining the highest numbers ever recorded since the site was first launched in 2001:

- ⚽ 4,329,326 users (+112.57% compared to 2020)
- ⚽ 4,231,866 new users (+112.03%)
- ⚽ 7,681,292 sessions (+77.85%)
- ⚽ 20,862,266 content views (+61.65%)
- ⚽ The majority are men (71.4%) but the percentage of women is increasing (28.6% compared to 25% in 2020)
- ⚽ 83.13% from Italy (+105.37% compared to 2020), followed by United States (2.38%), Germany (1.63%, +226.47%) and France (1.63%, +187.02%),
- ⚽ The average age of users of the site is very young and the most used devices are smartphone/mobile (70.4%), followed by computers (28.1%) and tablets (1.5%).

## USERS AND VIEWS IN 2021



The results achieved by the figc.it website in 2021 were bettered nowhere else in Europe, according to the first study on the state of digitalisation of UEFA's 55 football associations (sources: Fondazione Italia Digitale and Osservatorio Digitale).

In the second half of 2021, FIGC began offering special content reserved for registered users to increase the database of users, with very good results: 61,958 registrations (32,229 full and 29,730 light) in 2021 (+489.4%), with 54,092 of these between July and December.



## OTHER PROJECTS

Several **online platforms have been introduced to aid FIGC activities** with the aim of increasing efficiency and functionality of the various structures.

### ONLINE SPORTS TRIAL

A first key step towards the digitalised management of the entire FIGC sports justice system. The various components of the sports justice bodies (judges, FIGC Prosecutor's Office, Lawyers and Secretariats) can use a standardised, digital exchange which ensures full, accurate visibility of the activity in progress, traceability of all the information and documents that have been filed, transparent, safe dialogue and the digital signing of documents.

The introduction of the Online Sports Trial sees FIGC blaze a trail on the international scene, as it is the first football association in the world to undertake such a project.



### ONLINE MANAGEMENT OF MATCHES

Dematerialised digital management for the Women's Football Division and Paralympic and Experimental Football Division regarding enrolment to championships, registration of players, coaches and executives, team sheets, referee reports and online sports judge.

### ONLINE REGISTRATION OF COACHES AND MEDICAL STAFF

The entire process has been dematerialised and digitalised.

### COMPUTERISED MANAGEMENT OF YOUTH AND SCHOOL SECTOR NATIONAL CHAMPIONSHIPS

Enrolment, registration, team sheets, online sports judge.

## CASA AZZURRI APP

To manage dematerialised and contactless access and activate stadium ticketing ("In-App Tickets").

## SERVICES PORTAL (IN PROGRESS)

For the digital management of various processes of interest to FIGC stakeholders.



## EXTRANET - MODULES

### UEFA LICENSING

Clubs: Serie A • Serie B

### NATIONAL LICENSING

Clubs: Serie A • Serie B • Serie C

### PLAYER STATUS

- Clubs • Professional Leagues
- Women's Football Division
- Central Player Status Office

### FIGC REGISTRY

• All clubs • LND Regional Committees

### SPORTS AGENT

Agents and Clubs

### SUPPORTER LIAISON OFFICER

Clubs: Serie A • Serie B • Serie C

## DIGITAL TRANSFORMATION PROGRAMME (IN PROGRESS)

Involving 4 macro-projects:

- ⚽ **CRM (Customer Relationship Management)**, regarding the adoption of a modern system to collect and manage FIGC fanbase data to create a clear view of each fan (demographic and behavioural data), which can then be used for direct marketing.
- ⚽ **DAM (Digital Asset Management)**, with the creation of a new, constantly updated digital archive to collect images and videos that can be used to create ad hoc digital content.
- ⚽ **Development of social-media pages in Arabic and Chinese**, alongside the current pages in English, to further the internationalisation of the FIGC brand.
- ⚽ **Creation of new digital content** with the aim of implementing content to be shared on FIGC's digital channels.











## TRANSPARENCY: FIGC PUBLICATIONS

### ReportCalcio

(12 editions + 10 years report)

Annual report on the main figures relating to Italian and international football



### Sustainability Report

(3 editions covering 4 years of reporting)

Document illustrating FIGC's activities, identity and mission



### Integrated Report

(7 editions)

Report designed to illustrate FIGC's main strategic programmes focusing on creating value



### The Income Statement of Italian Football

Analysis of the economic dimension of Italian football, including amateur football for the first time, FIGC and the Leagues' governing bodies, besides professional football



### Management Report

(7 editions + two-year report on Gravina presidency)

Report designed to aid analysis, monitoring and forecasting of business performance



FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget, financial statement and Organisational, Management and Control Mode pursuant Legislative decree 231/2021















## INTEGRATED REPORT 2021 – EDITORIAL STAFF

### Coordination and editing

Niccolò Donna, Giuseppe Pavone and Simone Arrighi

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

*The FIGC's Integrated Report, now in its seventh edition, is a structured document and rich in content, the result of a transparent reporting process started more than ten years ago. The document, recognized as a of the pillars of "corporate communication" in our economic, social sports system, represents for our stakeholders and for fans of Italian sport a significant example to understand the importance of sport, and in particular, football for the Country.*

### For more information

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

### Special thanks to

Italian Referees' Association

Youth and School Sector

Technical Sector

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