

GOVERNANCE RELATIONSHIPS IN FOOTBALL BETWEEN MANAGEMENT AND LABOUR

PLAYERS, CLUBS, LEAGUES & NATIONAL ASSOCIATIONS

Kevin Tallec Marston, Camille Boillat & Fernando Roitman



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**GOVERNANCE RELATIONSHIPS
IN FOOTBALL BETWEEN
MANAGEMENT AND LABOUR
PLAYERS, CLUBS, LEAGUES & NATIONAL ASSOCIATIONS**

Réflexions sportives

Edited by Denis Oswald and Christophe Jaccoud

Vol. 7

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Le Centre International d'Etude du Sport (CIES), institution scientifique créée en 1995 d'un partenariat entre la Fédération Internationale de Football Association (FIFA), l'Université de Neuchâtel, la Ville et le Canton de Neuchâtel, a pour mission de développer, dans une perspective de type pluridisciplinaire (juridique, sociologique, géographique, économique et historique), des activités de recherche, de formation et de consulting au service de la communauté sportive. Le CIES a pour vocation de servir de passerelle entre les mondes de la recherche, de l'enseignement et la communauté sportive.

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ISBN 2-940241-28-7

Acknowledgements

We would like to express our sincere gratitude to all the organisations that provided us with relevant information and supported the research process. With forty national associations, twenty-five leagues and twenty-seven players' associations in our research sample, there are too many individuals to mention here by name. We are grateful for the time and effort spent by all the national federations, leagues and players' associations that responded to the surveys. We would like to thank FIFPro, specifically Frederique Winia and Jonas Baer-Hoffmann, who served as efficient and helpful 'gatekeepers'. Their assistance in contacting national players' associations, following up for the questionnaires as well as answering a host of questions was essential for the completion of this project. Additional support and comments from CIES legal colleagues (Nejat Hacıömeroglu and Erika Riedl) were invaluable during the writing and editing phase of the project.

Finally, as with the first two governance projects, FIFA was at the origin of this research with its continued desire to better understand the variety of governance relationships concerning professional stakeholders in the global football pyramid. We wish to convey our thanks to James Johnson, Head of the Professional Football Department, for his continuous support and knowledge of the topic and to Sebastian Neuf for his assistance in contacting various national associations and leagues.

Any errors in the text are the authors' alone.

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Acronyms

ACOLFUTPRO	Asociación Colombiana De Futbolistas Profesionales
AFAN	Asociatia Fotbalistilor Amatori Si Nonamatori (Romania)
AIFF	All India Football Federation
AFC	Asian Football Confederation
AFG	Asociación de Futbolistas Guatemaltecos
AFE	Asociación de Futbolistas Españoles
AGL	Arabian Gulf League (UAE)
AIC	Associazione Italiana Calciatori
ANFP	Asociación Nacional de Fútbol Profesional (Chile)
APPI	Asosiasi Pesepakbola Profesional Indonesia
ASOJUPRO	Asociación de Jugadores Profesionales (Costa Rica)
BFA	Botswana Football Association
BPL	Botswana Premier League
CAF	Confédération Africaine de Football
CAS	Court of Arbitration for Sport
CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
CIES	Centre International d'Etude du Sport
CIF	Club des Internationaux de Football
CMR	Contract Minimum Requirements

CONCACAF	Confederation of North, Central American and Caribbean Association Football
CONMEBOL	Confederación Sudamericana de Fútbol
CSA	Canadian Soccer Association
CSR	Corporate Social Responsibility
DFL	Deutsche Fußball Liga
DFB	Deutscher Fußball-Bund e.V.
DIMAYOR	División Mayor del Fútbol Colombiano
ExCo	Executive committee
FA	The Football Association
FBO	Federatie van Betaald voetbal Organisaties (Netherlands)
FCF	Federación Costarricense de Fútbol
FFF	Fédération Française de Football
FIF	Fédération Ivoirienne de Football
FIFA	Fédération Internationale de Football Association
FIFPro	Fédération Internationale des Associations de Footballeurs Professionnels
FIGC	Federazione Italiana Giuoco Calcio
FMF	Federación Mexicana de Fútbol Asociación
FPAI	Football Players Association of India
FRMF	Fédération Royale Marocaine de Football
FUB	Footballers Union of Botswana
GA	General assembly
HUNS	Hrvatska Udruga Nogometni Sindikat (Croatia)

IAAFOOT	International Association of African Footballers Union
JFA	Japan Football Association
JPFA	Japan Pro-footballers Association
KEFWA	Kenya Footballers Welfare Association
KNVB	Koninklijke Nederlandse Voetbalbond
KPL	Kenyan Premier League
LFP	Ligue de Football Professionnel (France)
LFPC	Ligue de Football Professionnel du Cameroun
LNFP	Ligue Nationale de Football Professionnel (Morocco)
LNFP	Liga Nacional de Fútbol Profesional (Spain)
LNFRG	Liga Nacional de Fútbol de la República de Guatemala
LNPSA	Lega Nazionale Professionisti Serie A (Italy)
LPF	Liga Profesionistă de Fotbal (Romania)
MLS	Major League Soccer (USA and Canada)
MLSPU	Major League Soccer Players Union
MoU	Memorandum of understanding
NA	National association
NAFPU	Namibia Football Players Union
NANF	National Association of Nigeria Footballers
NANPF	National Association of Nigeria Professional Footballers
NDRC	National Dispute Resolution Chamber
NEDLAC	National Economic Development and Labour Council
NFF	Nigeria Football Federation

NISO	Norske Idrettsutøveres Sentralorganisasjon
NPFL	Nigerian Professional Football League
NPL	Namibia Premier League
NPL	Nigeria Premier League
NSL	National Soccer League (South Africa)
NWSL	National Women's Soccer League (USA, Canada and Mexico)
NZPFA	New Zealand Professional Footballers' Association
OFC	Oceania Football Confederation
PFA	The Professional Footballers' Association of England & Wales
PFA	Palestinian Football Association
PFAJ	Professional Football Association of Jamaica
PFAP	Professional Footballers Association Palestine
PFNCC	Professional Football Negotiating and Consultative Committee
PSSI	Persatuan Sepakbola Seluruh Indonesia
RFEF	Real Federación Española de Fútbol
RSTP	FIFA Regulations on the Status and Transfer of Players
SAFPU	South African Football Players Union
SIFUP	Sindicato Interempresa de Futbolistas Profesionales de Chile
SNAAF	Syndicat National des Administratifs et Assimilés du Football (France)
SYNAFOC	Syndicat National des Footballeurs Camerounais

SPL	Saudi Professional League
TPO	Third-party ownership
UAE	United Arab Emirates
UAEFA	United Arab Emirates Football Association
UCFP	Union des Clubs Professionnels de Football (France)
UEFA	Union of European Football Associations
UMFP	Union Marocaine des Footballeurs Professionnels
UNAFUT	Unión de Clubes de Fútbol de la Primera División (Costa Rica)
UNECATEF	Union Nationale des Entraîneurs et Cadres Techniques du Football (France)
UNIFFUT	Unión Femenina de Fútbol (Costa Rica)
UNFP	Union Nationale des Footballeurs Professionnels (France)
USA	United States of America
USMNSTPA	United States Men's National Soccer Team Players Association
USSF	United States Soccer Federation
USWNSTPA	United States Women's National Soccer Team Players Association
VDV	Vereinigung der Vertragsfußballspieler e.V. (Germany)
VVCS	Vereniging Van Contractspelers (Netherlands)

Definitions

CBA: A collectively negotiated agreement between an employer and a trade union setting forth the terms and conditions of employment.

Ex officio member: A person who is a member of a body (general assembly, executive committee, etc.) by virtue of holding a position in another body. For example, it is common that league presidents are ex officio members of the national association executive committee.

Labour: The employees, in this case, professional football players.

League: An organisation running one or several championships/divisions. For example, the Liga Nacional de Fútbol Profesional is the organisation running the two top tier championships – Primera División and Segunda División – in Spain.

Management: The player's employer, for example, club, league or NA.

NDRC: An arbitration tribunal based on the principle of equal representation of the parties involved in the dispute.

Players' association: A generally independent labour organization that represents the interests of its membership.

Preface

After focusing on the nature of the NA-League and League-Club governance relationships, this is the third study commissioned by the FIFA Professional Football Department - always with a view to better understand football stakeholders and the relationships between them. Similar to the previous studies, this is a global comparative research project on the types of governance relationships found between football's employers (clubs, leagues and even NAs) - hereafter 'management' - and the professional players - hereafter 'labour' - with a special focus on players' associations.

The findings here contribute to a better understanding of the diversity of systems, models and relationships in place around the globe when it comes to 'management' and 'labour'. In addition, this study provides a first ever world-wide exploration of some of the inner workings of players' associations. The final chapter offers some global models and frameworks illustrating the variety of practices in different countries.

With the recent creation of the Football Stakeholders Committee, it is important to continue to develop a better comprehension at international level of all the issues surrounding the 'management-labour' relationship, from stakeholder relations, player representation and negotiation perspectives.

As presented in the conclusion, even if there is friction in the workings of this relationship, the dialogue between 'management' and 'labour' does not always have to be conceived in adversarial terms. There is space, as the multiplicity of national examples here demonstrates, for a 'collaborative governance' approach to professional football.

I. Introduction

1. Background

The two prior FIFA-mandated research projects explored the governance relationships between three levels of the football pyramid: national associations (NAs), leagues and clubs (Boillat & Poli: 2014, Boillat & Tallec Marston: 2016). The level of the pyramid missing in the prior studies was another of the game's key stakeholders: the players. At the elite level, most players are professional and this professional environment is subject to regulation by the aforementioned upper levels of the pyramid. Because it is professional in nature it is a labour relationship between employers and employees. At the international level, FIFA (Fédération Internationale de Football Association) has an official relationship with FIFPro (Fédération Internationale des Associations de Footballeurs Professionnels) which dates back to a Memorandum of understanding (MoU) signed in 2006 which affirmed FIFPro's global role as the principal umbrella organisation representing players' interests. FIFPro has grown into a global organization that represents over 65'000 professionals worldwide.

Given the important relationship between governing bodies and players, at the end of 2015 FIFA expressed a desire for a third governance study on the relationships between players and the other three stakeholders. The focus here, in other words, is on management and labour. The project took on greater significance with the various developments over the course of 2016, especially highlighted by FIFA's announcement of the creation of a Football Stakeholders Committee. This new statutory body brings together a variety of stakeholders from the football pyramid and deals with the relationships between players, clubs, leagues, member associations, confederations and FIFA as well as with issues relating to club football worldwide. The research also coincided with the release of the 2016 FIFPro Global Employment Report which covered working conditions in football but did not address the governance structures or relationships between management and labour.

The analysis of the management-labour relationship here has a wider focus than the sole contractual obligations between player and club and covers

broader issues such as representation, dispute resolution and the role of players' associations/unions. Players and clubs are subject to *inter alia* national and transnational competition regulations, the existing transfer system and the various spheres of dispute resolution. These additional layers include other stakeholders such as leagues, NAs, confederations, FIFA and CAS (Court of Arbitration for Sport). And this only takes into account the sporting environment.

Because the professional sector is just that, professional, all these issues are interconnected with national and international law. The governance relationships discussed here lie in a 'border zone' overlapping sporting regulations and state law. Professional football, as an economic working activity is subject to labour law and of course other areas of national and international legislation. But as a sport it is also subject to sporting regulations. This makes this third governance study on the relationships between players and the other football stakeholders a more complex one though we will not wander into a legal analysis of both sides of this 'border zone'.

As such, this study is intended to be descriptive with a focus on the relationships in this 'border zone' between labour and management as they exist around the world. While the conclusions do offer some models and frameworks, we do not venture too far into a normative approach to governance.¹ In between players and management lies the players' association, a crucial component in understanding the relationship. Full consideration of the multiple layers of this governance environment beyond the actors themselves is beyond the scope of this project. The focus here is on the empirical analysis of the players' association as well as the relationships between the different layers of the pyramid or between the various stakeholders and with only limited contextualization and discussion of the relevant literature.²

1 Garcia (2016) distinguishes between the 'descriptive analysis' of governance as it operates in practice and a 'normative approach' prescribing what 'good governance' should be. We focus here on the former.

2 For a more detailed legal and policy contextualization of European social dialogue in football see authors such as Parrish (2011), Geeraert (2015) or Duval and Van Rompuy's edited collection (2016).

2. Research questions, aims, scope and methodology

2.1. Questions and objectives

The overarching question to be answered in this project is ‘what are the governance relationships between players and management in football globally?’ Three specific underlying areas were highlighted for a detailed examination: the organisation of players’ associations, the ‘political’ representation in decision-making bodies and the contractual and regulatory context governing the rights and obligations between players and management (at club, league and NA level). Several sub-questions were formulated as follows, all with a global perspective:

- Who are the actors involved in the labour-management relationship and what are their roles?
- What do players’ associations around the world look like?
- How are players represented within the decision-making structures of football at various levels?
- What are the regulatory contexts and contractual mechanisms in place that govern the management-labour relationship?
- What are the negotiation instruments available in this relationship?
- How are dispute resolution systems structured to deal with conflicts between management and labour?

Similar to the prior studies, the aim is principally descriptive rather than normative: to provide a global and comparative perspective of these relationships as they exist as well as consider countries with recognized FIFPro associations alongside a handful of countries without a recognized FIFPro member. Undoubtedly, there are significant differences in how these relationships are governed across the continents, depending on the level of professionalism and the presence or not of a structured players’ association. Therefore, the research objective is twofold: to clearly define the variety of systems and mechanisms in place that regulate the relationships and to provide a comparative analysis of these differences.

2.2. Research scope and limitations

As with the prior projects, the overall scope is global, encompassing all six confederations. The initial population surveyed for the project are countries represented by FIFA NAs (N=209)³. FIFPro's membership is not fully global and only covers 65 countries in the overall population. The initial aim was to compare some models/practices within FIFPro member countries across the globe. Despite the challenges of gathering data for countries without a recognized players' association, it was decided to include a number of countries where FIFPro does not have a recognized association. Therefore, we relied on non-probability 'snowball' type sampling, relying on FIFPro as the 'gatekeeper'. We selected the sample jointly with FIFA and FIFPro based on their prior knowledge in order to identify countries with a range of models/practices and then added a small number of countries without FIFPro members as well as taking into account geographic distribution and accessibility of information.

This was complex, however, as an exactly proportional mix of FIFPro countries (e.g. two-thirds) and those without FIFPro recognized associations (e.g. one-third) across all continents was impossible. For example, all FIFA NAs in CONMEBOL have a FIFPro recognized players' association. Moreover, due to the non-probability sampling the results are not fully representative of the entire population (N=209). However, the objective of this study is to be exploratory and to present the diversity of models and practices around the globe.

Using FIFPro's expertise as 'gatekeeper', we targeted countries that provide different and complementary models in order to cover a variety of labour-management relationships. The final sample of forty countries (n=40) is as follows and includes thirty countries where FIFPro has a recognized member and ten countries which have either no organized players' association/union or where an existing organisation(s) exists but is not affiliated to FIFPro.

The following sample (n=40) shown in Table 1 represents approximately 20% of each confederation's members (except South America) and approximately one-half of FIFPro's membership. Insofar as possible, the 20% membership was divided into a majority of FIFPro members and a minority where there is no FIFPro member (except for CONMEBOL – Confederación Sudamericana de Fútbol – where all associations are FIFPro members, CONCACAF – Confederation of North, Central American and Caribbean As-

3 At the start of the project and initial data collection phase FIFA had not yet admitted Gibraltar or Kosovo as members.

sociation Football – where there are only three FIFPro members and UEFA – Union of European Football Associations – with only one non-FIFPro country). The geographic split in confederations with zones (AFC – Asian Football Confederation, CAF – Confédération Africaine de Football, and CONCACAF) attempts to have at least one country from each zone.

Table n°1: Selection of countries and sample overview

AFC – 8 MAs (out of 47)	CAF – 10 MAs (out of 54)	CONCACAF – 7 MAs (out of 41)
<i>5+1 FIFPro members</i> Australia India Indonesia* Japan* Palestine South Korea (observer)* <i>2 Non-FIFPro</i> Saudi Arabia (*in process) UAE	<i>8 FIFPro members</i> Cameroon* Egypt Ghana Ivory Coast Morocco (*in process) Namibia South Africa* Botswana (candidate)* <i>2 Non-FIFPro</i> Nigeria* Kenya*	<i>3 FIFPro members</i> Costa Rica* Guatemala* United States* <i>4 Non-FIFPro</i> Canada Jamaica* Mexico Trinidad and Tobago*
CONMEBOL – 3 MAs (out of 10)	OFC – 2 MAs (out of 11)	UEFA – 10 MAs (out of 54)
<i>3 FIFPro members</i> Argentina Chile* Colombia*	<i>1 FIFPro member</i> New Zealand <i>1 Non-FIFPro</i> Tahiti	<i>9 FIFPro members</i> Croatia Denmark* England* France* Italy* Netherlands* Norway Romania* Spain* <i>1 Non-FIFPro</i> Germany*

*League identified as independent with 'self-management'

The project is exploratory and non-exhaustive but focuses on the professional level (e.g. not amateur or semi-professional players or lower division clubs) and both the men's and women's game. We have deliberately used the broader term 'players' association' instead of 'players' union' since the reality in some parts of the world reveals that unionization is not a given and may even be impossible in some circumstances. Therefore, in order to adequately describe the diversity of organisations, we have opted for a broader term.

3. Methodology

We adopted a mixed-methods approach using both a questionnaire and in-depth case studies. The two previous reports were based on surveying information for respectively 103 (32 NAs and 71 leagues) and 159 (18 leagues and 141 clubs) organisations. For this project we sent questionnaires to the 30 FIFPro national members, the 40 FIFA NAs, and to the 24 national leagues in countries where the league and NA are separate. In addition, questionnaires were distributed to five women's professional leagues, four players' associations unaffiliated to FIFPro, and two national team or women's players' associations. In total, 105 questionnaires were sent out of which 69 were completed, for a response rate of 66%. The response rate was lower among the NAs and leagues in comparison to FIFPro members. Perhaps because of the topic and its sensitive nature there is an inherent risk for either a non-response bias or a participation bias. Nonetheless, as described above, the study is exploratory and aims to be descriptive and comparative rather than perfectly representative.

The breakdown of responses was as follows. For NAs 25 of the 40 returned questionnaires (5 complete, 20 required follow-up for completion). At the league level, 14 of the 24 leagues replied (8 complete, 6 required follow-up for completion). One questionnaire was completed but not used (LigaMX) because during the research we reclassified Mexico as a country where the league is not completely separate from the NA; moreover, both questionnaires were provided by the same individual from the NA. In addition, in one country (the Netherlands) it was a separate body, the FBO (Dutch federation of professional clubs) rather than the actual league office that completed the questionnaire. For the 5 women's leagues to which we sent questionnaires, 3 were returned completed while 1 needed follow-up for completion and one never replied. Regarding FIFPro members, 22 of 30 associations returned questionnaires (4 complete and 18 needed follow-up completion by email). Lastly, all 4 of the non-FIFPro member players' associations completed questionnaires and 1 of the 2 national team associations completed the questionnaire. Thus, we have player association data covering 25 countries and overall data covering 34 of the original 40 country sample.

In addition to the questionnaires, we aimed to conduct ten in-depth interviews with players' associations. In order to go into more detail regarding a number of issues that cannot be covered adequately from a quantitative

perspective, the interviews focused more on the context around the labour relationship between players and club/league/association as well as the internal structure and services within the players' association. The choice was based on initial input from FIFA and FIFPro with a view to have two different types of associations from each of the four larger confederations (AFC, CAF, CONCACAF and UEFA) and one from both OFC and CONMEBOL. The final selection of cases included: Australia and Japan (AFC), Ivory Coast and South Africa (CAF), Costa Rica and USA (CONCACAF), Chile (CONMEBOL), New Zealand (OFC) and Denmark and England (UEFA). In the end, only seven were conducted, with the remaining three FIFPro members never replying to multiple requests (nor returning the questionnaire).

The questionnaires were deliberately prepared to overlap in order to triangulate data gathered from NAs, leagues and players' associations. Overall, there were few discrepancies and these are discussed in the text. In parallel to the questionnaire responses, we attempted wherever possible to cross-check with relevant documentation from each body (e.g. statutes, MoUs, regulations for confederations/NAs/leagues) as well as some published literature and Internet sources. However, as an exploratory study, this report does not provide a full contextualisation of these issues from a legal perspective nor examine related case law. Lastly, all data collected was from the 2015-16 (dual-year competitions) and 2015 (calendar year competitions) seasons.

4. Structure

The study is divided into four chapters each covering a different aspect of the management-labour governance relationship. Chapter II provides an overview of the football stakeholder groups (NA, league and club) and reviews some of the relationships between them. It attempts to place the player-management relationship within the context of the other institutional, pyramidal and stakeholder relationships. The chapter finishes with a profile of the players' association as an organisation. This includes a review of the form, the human resources and objectives of players' associations surveyed, the membership and the internal governance structure of the associations themselves.

Chapter III explores the question of the representation of players in the different levels of football structures. This includes how players are represented, if at all, inside their own clubs firstly and then in leagues and NAs. At

league and NA level, player representation is examined at the general assembly, the executive committee and within standing committees. Where data was available, a discussion of voting influence is also included. The final section in this chapter covers other forms of interaction, for example, whether players are involved in league or NA ambassadorial work or all-star teams for example.

The fourth chapter moves into the regulatory, contractual and negotiation areas of the player-club-league-NA relationship. It begins with an overview of the national regulatory environment with data from the countries surveyed before shifting to an exploration of the relationships and affiliation of players' associations within leagues and NAs, for example, through MoUs or general collaborative agreements. This is followed by the all-important area of collective bargaining and reviews what agreements exist in the form of CBAs across the researched countries. The next two points of the chapter discuss the details of the rights and obligations around player contracts (with particular attention to Contract Minimum Requirements or CMRs) and the question of dispute resolution between players, clubs, leagues and NAs. The chapter closes with a survey of the recurring issues for both men and women players as identified by the players' associations.

Chapter V offers an in-depth look at the players' association using case studies of seven different players' associations. The case studies are based on the questionnaires, interviews as well as some additional documentation and provide a more qualitative look into some of the key questions discussed in chapters II, III and IV. The topics covered here include the importance of the legal framework and cultural specificity, the nature of the management-labour relationship, dispute resolution, the types of services and benefits offered to player members, specific issues related to the women's game and national teams as well as the relationship with agents and intermediaries.

The study finishes with a conclusion that summarizes the three core chapters and draws together the core findings across the different facets of labour relations within club and national team football. It provides further analysis on the whole of the report and presents several models to illustrate the governance relationship between labour and management as observed in the research. The models conceptualize the actors and processes involved in the labour-management relationship as well as illustrate the more 'horizontal' governance relationships specific to the professional game.

II. The actors

To begin our understanding of the place of the player (and players' association) within football structures and the governance relationships with the NA, league and club, it is crucial to outline the different stakeholder groups as well as their roles. This chapter examines the governance relationships between these stakeholders and places the player-management relationship within that context. First, we draw on previous studies to review the relationships between NAs, leagues and clubs. Then, we move to a brief discussion of the role of governing bodies in regards to players' status questions. The core of the chapter describes the profile of the players' association as an organisation. This includes the legal form, the human resources and the organisational aims, the membership and the internal governance structure.

1. The football structure within a country – different stakeholders and different roles

Over ten years ago and before many of the more recent changes to global football governance, Henry and Lee argued that football was one of the most effective examples of the shift away from government, or direct control, to more systemic governance in which 'the old, hierarchical model of sport, the top-down system, has given way to a complex web of interrelationships between stakeholders' (2004, 28). Nevertheless, football still maintains somewhat of a pyramid with three major levels: the NA, the league and the clubs. The NA is generally responsible for regulating football in a country. It does not only regulate the elite level but the amateur and grassroots ones as well. The top tier league is usually responsible for managing the top tier championship in a country. However, in some countries, the governance functions of the league are more important than solely managing one competition. For example, the French LFP (Ligue de Football Professionnel) manages not only the top tier championship (Ligue 1) but the second tier one (Ligue 2) and the league cup and manages a host of operational or commercial activities. Clubs are smaller entities and they are more directly related to individuals such as

players and fans. In many cases, top level clubs have an important part to play in decision-making bodies of both NAs and leagues. The following sections summarize the relationships between these three entities from the two first CIES governance studies.

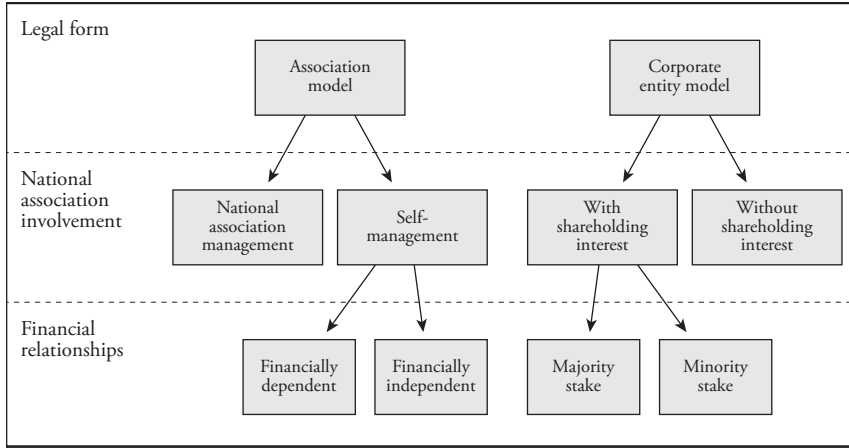
2. The three main entities of the national professional football governance pyramid: national association, league and clubs

2.1. Relationships between the national association and the league

The first governance report (Boillat & Poli 2014) focused on the governance relationships between NAs and leagues. In that study, these relationships were described according to 'structural models'. In other words, the concept of 'structural model' refers to several factors including the legal form of the league, the level of NA involvement from a management perspective and the nature of the financial relationships between the league and the association. These structural relationships are presented in the following figure to which we have made one change. For the sake of clarity, we have modified the original category 'separate entity model' to 'corporate entity model' to place the emphasis on the legal form and remove any confusion about an 'association model' not being a separate entity. With the prior term the 'association model' could be interpreted as not separate when, indeed, it is separate but with a legal form of an association.

Based on the first study, the models then are described in one of two ways. In the case of the association model, the league has the legal form of an association. For the corporate entity model the league has the legal form of a company.

Figure n°1: League structural models



It is helpful to recall how these two models are structured and categorized:⁴

– Association model (the legal form of the league is an association) can be structured in one of the following forms:

- Association model with national association management: ‘the league is entirely managed by the national football association. The league does not have its own statutes, it is not governed by a specific board or executive committee and usually does not have a specific administration. In this case, the league is not a distinct legal entity (...). The management of the league is handled by a standing committee (competition committee, league committee, professional football committee, etc.) or an office within the national association structure’.
- Association model with self-management: ‘the national association delegates the management of the league to an affiliated association. This association has its own governing bodies (board/executive committee), statutes and administration’.
 - Association model with self-management, financially dependent: ‘the national association delegates the administration and the management of the league to an affiliated association, but still predomi-

⁴ For more information about these models, see Boillat & Poli (2014), especially pages 11-15.

nantly funds the league in order to help organise competitions or even its own self-managed administration’.

- Association model with self-management, financially independent: ‘the league not only has its own statutes, regulations, administration but is also able to generate substantial income which allows the organisation to stand on its own financially’.
- Corporate entity model (the legal form of the league is a company) can be structured in one of the following ways.
 - Corporate entity with national association with shareholding interest: ‘the company managing the league [is] partly owned by the national association’.
 - Corporate entity with national association with majority shareholding interest: ‘the national association owns the majority of league shares’.
 - Corporate entity with national association with minority shareholding interest: ‘the national association owns a minority of league shares’.
 - Corporate entity without national association having a shareholding interest: ‘the national association holds no shareholding interest of the company running the league’.

Even though the relationships between NAs and leagues are not the focus of this study, it is useful to identify the leagues studied here according to their structural model because these relationships may have an impact on the regulations concerning the players. Table 2 displays the status of all leagues for which the information was available. While not all NAs, leagues or players’ associations returned questionnaires, the table includes all forty countries in the sample.

Table n°2: Classification of leagues surveyed in this report according to models described in *Governance I*

League structural model			Country	League (competition covered in the study)
Association model	NA management		Australia India Palestine Saudi Arabia UAE Botswana* Egypt Ivory Coast Ghana Argentina Mexico** New Zealand Tahiti Croatia Norway	A-League I-League West Bank League SPL AGL BPL EPL Ligue Professionnelle Premier League Primera División Liga MX National League Ligue 1 Prva Liga Norsk Toppforball
	Self-management	Financially dependent	Cameroon Morocco	LFPC LNFP
		Financially independent	Japan Korea Republic*** Namibia Costa Rica Guatemala Chile Colombia Germany Denmark France Italy Romania Spain	J.League K League NPL UNAFUT LNRFGB ANFP DIMAYOR Ligaverband Divisionsforeningen LFP LNPSA LPF LNFP
Corporate entity model	NA with shareholding interest	Majority stake	Jamaica USA/Canada/Mexico	PFAJ NWSL
		Minority stake	Indonesia Nigeria England Kenya	Liga Indonesia NPFL The Premier League KPL
	NA without shareholding interest		South Africa USA/Canada Trinidad and Tobago Netherlands	NSL MLS TT Pro League Eredivisie

*During the course of the research, the Botswana FA and Premier League were undergoing a restructuring process under which the plan was to separate the league.

**After having received more information about the league structural model in Mexico, we decided to change the classification of Mexico and Liga MX compared to the two previous governance studies, in which Liga MX was considered as an association model league with self-management and financial independence. It appears that all professional leagues in Mexico are managed by FMF (Federación Mexicana de Fútbol Asociación).

***According to Kim (2010: 458), the K-League is independent but the KFA still has the league 'under its wing'.

Concerning women's leagues in the countries surveyed in this report, a large majority of them appear to be governed according to the NA management model. As women's football is not as professionalized as the men's game in many countries, the NA is often in charge of the organisation of the women's top tier league. Furthermore, in many countries, women's football is part of the amateur section within the NAs. For example, the Italian women's

Serie A comes under the LND (Lega Nazionale Dilettanti – Italian amateur section), which is entirely governed by FIGC (Federazione Italiana Giuoco Calcio – Italian NA).

However, in a few countries, the women's top tier league is governed by an independent body. This the case in Japan, South Korea, Costa Rica, Guatemala, Trinidad and Tobago, Chile, and Spain. It is also worth noting that in Chile and in Spain, the body governing top women's league is the same that the one governing men's top league (ANFP – Asociación Nacional de Fútbol Profesional – in Chile and LNFP – Liga Nacional de Fútbol Profesional – in Spain). The situation is specific in the USA, Canada and Mexico because the women's professional league (NWSL – National Women's Soccer League) is a transnational one, bringing together American, Canadian and Mexican professional women players. The league is 'is supported by the Canadian Soccer Association, Federation of Mexican Football and the United States Soccer Federation', the NAs of the three countries concerned.⁵

Finally, in some countries (India, Saudi Arabia, UAE and Colombia), there was no national women's league at the start of this research. This does not mean that no women's football is played in these countries but rather that it is only played and governed at regional level without a national league as such. At the time of writing, however, a national women's league was being launched in India and Colombia.⁶

2.2. Influence of the national association and the league on club governance and vice versa

According to the second governance report (Boillat & Tallec Marston 2016: 125-9), when examined in detail the NA-league-club relationship varies across countries surveyed. It is, however, possible to illustrate the range of governance relationships by sketching several models of the NA-league-club relationship.

5 <http://nwslsoccer.com/about/nwsl> (last consultation 12 May 2016).

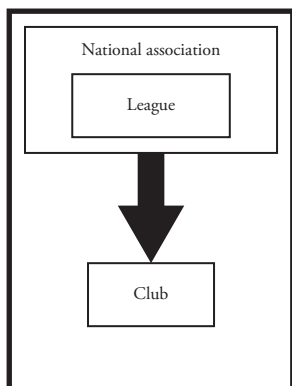
6 <http://fcf.com.co/index.php/las-selecciones/seleccion-femenina/2840-nace-la-liga-femenina-aguila-2017> and <http://www.insideworldfootball.com/2017/01/26/india-launches-inaugural-womens-league-six-teams-world-cup-message/> (last consultation: 26 January 2017).

Four models were presented (as shown on the next page):

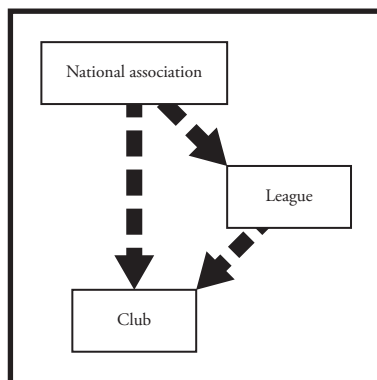
- 1) The first one (model 1, figure 2) is the NA-integrated one. This applies to leagues that are generally financially dependent on their NA and where the league is run from within the NA itself. In this model the league is not independent but is a department inside the NA and the regulations applying to the clubs are issued by the NA. The NA then has a significant influence on the governance of clubs and the competitions in which they participate. All leagues having the 'association model with NA management' structural model as presented above follow this model of NA-league-clubs relationships.
- 2) The second one (model 2, figure 2) is the 'shared NA-league' model. Here, the NA shares responsibility with the league and clubs in a mixed model. Unlike the first model, the league is here an independent body but the regulations concerning the league and its clubs are issued by both the NA and the league and the responsibility for the governance of the competition is shared between the two bodies.
- 3) The third one (model 3, figure 2) is the 'independent league model'. In this model, the balance is more in the favour of the clubs and the independent league body. Most of the regulations here are issued by the league and its influence on the governance of clubs is more important than the NA's. However, some areas of governance remain in the NA's hands.
- 4) The last one (model 4, figure 2) is the 'strong independent league model'. The league is almost entirely separate from the NA and the clubs jointly manage the league on a more horizontal level almost without any direct involvement by the NA. Here the relationships between the league and the clubs are stronger than those between the league and NA or between the clubs and the NA. In effect, the league is governed by the clubs themselves.

Figure n°2: Models of NA-league-club relationships

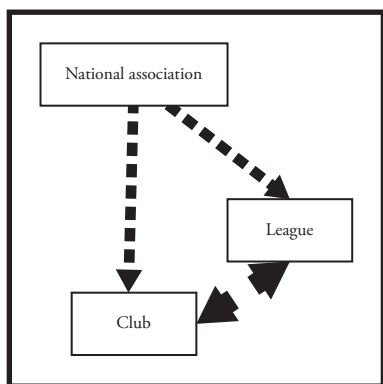
1) The NA-league club governance relationship
- NA-integrated management model



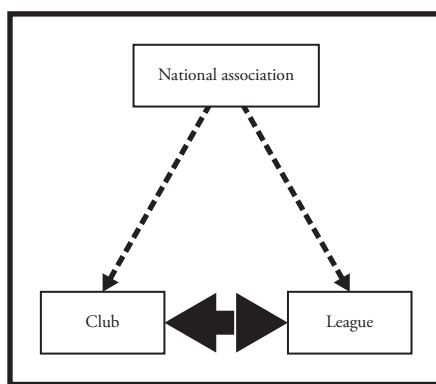
2) The NA-league club governance relationship
- shared NA-league model



3) The NA-league club governance relationship
- independent league model



4) The NA-league club governance relationship
- strong independent league model



The models presented above also have an influence on management and labour. In a league that is entirely managed by the NA for example, every aspect concerning the player will be decided by the NA. In other models where the league or the clubs are stronger, the league may issue the regulations concerning players' status and the broader contractual environment and, as a result, the clubs may be more independent from the NA in the management of their players.

2.3. Role of governing bodies as regards players' status, contracts and transfers

The two previous governance reports included the topic of players' status and the results are summarized here. The first governance study only addressed this topic in a general way, asking the NAs and leagues about which body is responsible for regulating players' status. The first aspect addressed was the general manner in which regulations concerning players' status are managed:

'These issues are primarily governed by FIFA through its standard regulations referring to players' status. The national association must then set up players' status regulations in compliance with FIFA's *Regulations on the Status and Transfer of Players*. The related national association regulations must include some compulsory articles from the aforementioned FIFA rules and must be approved by the world governing body. In some instances, the league will draft specific regulations concerning players' status issues. These must match with those of both FIFA and the national association. Generally, league regulations have to be approved by the national association before implementation' (Boillat and Poli 2014: 66).

In the results for each country two major models were observed. The first one was an NA model, in which the regulations concerning players' status are exclusively issued by the national association. The second was a mixed model in which the league adds some specific regulations to the ones already issued by the NA. Among the countries surveyed, it emerged that approximately two-thirds of them followed the first model while the remaining third opted for the mixed model. As expected, most countries using the first model included leagues entirely managed by the NA while countries following the second model were countries where the top tier league was more independent (either the association model with self-management or the corporate entity model, as presented above) (*idem*: 66-67). In some countries state laws can also have an influence on the players' status regulations, notably when it comes to 'the eligibility of a player with regards to nationality' (*idem*: 70).

The second governance report offered a more complete review of the topic, studying six main topics concerning players' status: player contracts, termination or breach of contract, foreign players, home grown players, third-party ownership (TPO) and transfer windows.

On player contracts, the results demonstrated that there were no general trends concerning the body issuing regulations about contracts. Six types of answers were received: league regulations (issued by the league only – three cases out of 17), league/NA mixed regulations (2/17), NA regulations only (4/17), national or regional public regulations (issued by national or regional

government – 2/17), FIFA regulations (following FIFA regulations without national specificities – 3/17) and no regulation (3/17).

On the duration of a player's contract, of the leagues that answered, more than half of them (seven out of 13) said that they had no specific requirements. Among the six others, three follow FIFA requirements (*Regulations on the Status and Transfer of Players*, art. 18.2.) and three have specific minimum and/or maximum contract duration requirements. Concerning termination or breach of player contract, most leagues did not give specific answers, other than that there were no specific regulations. Some of them specified that they relied exclusively on FIFA regulations.

Concerning the limitations on player salaries, more than half of the leagues that answered had no limitation on minimum salary for players (eight out of fifteen) while among the others, it was mostly the league that issued requirements about minimum salary (five cases) and in a few cases (two) the requirements followed public law. On limitations for a maximum salary, only a clear minority of leagues issued such requirements (three out of fifteen). In these three cases, it was the league that required such a limitation.

On the restrictions on foreign players, the results showed great differences between continental confederations. In UEFA, there were no restrictions on the number of foreign players allowed in a team, a consequence of the Bosman ruling. In AFC, CONCACAF and OFC countries surveyed in the report, four foreign players were allowed, apart from Australia's A-League (five) and MLS (Major League Soccer – eight). In the CAF countries surveyed, five foreign players were allowed.

The regulations on home grown players were complementary to the foreign player limitations. In countries where quotas on foreign players were issued, there were usually no requirements on home grown players. The only countries which issued home grown player requirements were UEFA countries since they have no limitations on foreign players. Among the leagues that answered, TPO was prohibited in slightly more than half of the countries (seven out of fifteen). Most countries surveyed prohibiting TPO were in UEFA (apart from Spain) and AFC.

Transfer windows can be very different regarding length and dates from one country to another. The longest transfer windows in the leagues surveyed (two transfer windows combined – at the beginning and in the middle of a championship) lasted 115 days (India, Mexico and Japan) and the shortest 72 days (Ivory Coast). There were no general trends apart from UEFA countries, where transfer windows are similar regarding both length and dates.

As a result, there are different models that leagues and NAs follow when dealing with player-related issues. One thing is clear: there is no one standard approach across all football countries. It would be surprising then to find a uniform model for players' associations around the world, the analysis of which is the subject of the next section.

3. The national players' association – its place and function

The fourth main actor on the governance stage is the player. The status of professional players is different in different countries and depends on the structure of game at national level. Even if this study does not examine the differences in the status of professionalism as such (e.g. full vs. semi-professionalism), it is crucial to have an overview of the situation of professional footballers in the countries surveyed. To date, there are no reliable numbers for the total number of professional players. Neither FIFPro nor FIFA have published definitive counts on the number of professionals worldwide so it is difficult to have an accurate picture.⁷ The tables below present the survey results covering the number of affiliated professional clubs and players as reported by NAs and leagues for both men and women.

There are some discrepancies between the numbers reported by the NA and the relevant league regarding the number of professional clubs. In a number of cases these are due to the NA reporting statistics for all professional clubs including those outside the top tier league. For example, the DFB reported 56 professional clubs while the Bundesliga indicated only the 36 clubs within its two divisions. In other cases, the numbers are slightly different (Japan having either 56 or 52 professional clubs and Holland with either 34 or 35) which may be reporting error or a difference in the definition of what is a 'professional club'.⁸ New Zealand reported one professional club, but since the club plays in the Australian A-League, their figures are not counted here.

7 The 12'464 players involved in transfers listed in the 2017 FIFA TMS Global Transfer Market Report include amateur players, only professionals transferred, and even players counted multiple times if transferred more than once in a year. Equally, the 2016 FIFPro Global Employment Report does not report total numbers for each country.

8 This may be explained by the withdrawal of FC Twente's club licence at the end of the 2015-16 season when the questionnaires were sent. See <http://www.asser.nl/SportsLaw/Blog/post/the-rise-and-fall-of-fc-twente>. (last consultation 12 December 2016).

Regarding the number of reported professional players, many NAs and leagues reported approximate figures. For example, the JFA stated there are 1,000 players while the J.League specified 1,377. Beyond the difference due to approximate numbers, there are some differences between the totals. Similarly to the number of clubs, in most cases this is due to leagues reporting numbers of affiliated players to a given league and not the total number of professionals in the country. However, there are some significant discrepancies which were not explained and may result from reporting error (PFAJ, Botswana and Colombia). Other outliers, for example the 292 Mexican clubs or 64 American ones include lower division teams which have contracted and paid players even if they may not all be full-time professionals.

The table to the right offers an initial glimpse at the ratio of men professionals per club in the sample. If we exclude the number of professionals in India (5,000), then the mean number of players per club is a reasonable 29. The standard deviation across the sample is 9. This means that 68% of the leagues and NAs surveyed have between 20 and 38 professional players per club, which appears to be reasonable.⁹ This does put some figures in context and also raise questions. For example, the low ratios in countries like Jamaica (10) and Botswana (13) are likely to be errors especially given that they are based on whole number estimates (360 and 480 respectively). However, for the two higher outliers in the UAE (54) and Croatia (50), it is unclear if the explanation is reporting error (Croatia reported an estimate whole number of 700) or an actual higher number of contracted players per club.

9 The figures are not the actual number of players reported by the clubs but by the NA and league, so this is not the actual standard deviation for the number of players per club. Rather, it is the number for players per club based on league and NA figures or in some cases approximations. A more accurate figure would be obtained from the exact number of players per club.

Table n°3: Number of men's professional clubs and players as reported by NA and top tier league

Confederation	Country	Number of professional clubs reported by NA (top tier league)	Number of professional players reported by NA (top tier league)
AFC	India	30	5'000
	Indonesia	(81)	(2'050)
	Japan	56 (52)	1'000 (1'377)
	Palestine	12	480
	Saudi Arabia	30	900
	South Korea	33	1'114
	UAE	15	807
CAF	Botswana	16 (16)	200 (480)
	Ivory Coast	38	1'140
	Kenya	35	875
	Morocco	32	926
	Nigeria	(20)	(800)
	South Africa	(32)	(1'109)
CONCACAF	Canada	8	170
	Costa Rica	30 (12)	1'040 (300)
	Jamaica	12 (12)	360 (120)
	Mexico	292	4'720
	USA	64 (20)	1'152 (540)
CONMEBOL	Colombia	36 (36)	1'237 (1'051)
OFC	New Zealand	1*	*
UEFA	Croatia	14	700
	Denmark	38	1'000
	England	112	4'959
	France	43	1'150
	Germany	56 (36)	1'565 (1'065)
	Italy	96	2'806
	Netherlands	34 (35)	950
	Norway	32	1'000
	Romania	(14)	(529)
	Spain	(42)	(956)

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Ultimately, the majority of the thirty countries surveyed appear to have a professional squad between 20 and 38 players. The players in most of these thirty countries have a national players' association that can represent their interests. The exceptions are Saudi Arabia, the UAE, Mexico, Jamaica and Canada where there is no recognized association for professional players.

There is unfortunately, as shown below, much less data for women's clubs and players and what there is reveals the difficulty in classifying what the term 'professional' means. Most NAs did not report the number of clubs or players or simply noted 'amateur'. Additionally, some figures that were included probably counted players who are semi-professional. For example, in Korea, it is unlikely that all 225 (or 176 as reported by the WK League) are fully professional players. However, it is telling that all the countries that did report figures for professional women's clubs and players are top 20 teams in the FIFA Women's Ranking (save for Croatia which is still a respectable 53rd). One other women's league, UNIFFUT in Costa Rica, provided data but indicated that all the figures were for amateur players (86 amateur clubs and 2,150 amateur players).

Table n°4: Number of women's professional clubs and players as reported by NA and top tier league

Confederation	Country	Number of professional clubs reported by NA (top tier league)	Number of professional players reported by NA (top tier league)
AFC	Japan	amateur	13 (13)
	South Korea	10 (7)	225 (176)
CONCACAF	USA	10 (9)	220 (180)
UEFA	Croatia	amateur	18
	Denmark	4	49
	England	19	NA
	Germany	36	280
	Netherlands	12	200
	Norway	7	0

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Professional players are obviously the base for elite club football but they rarely act on their own. It is their collective action in the context of an association where professional players may actually have an impact on governance. The next section introduces the player associations researched here in order to provide a snapshot of the different types of associations around the world.

3.1. General information

Players' associations are generally independent organisations that represent the interests of their membership. This section presents the data for the 27 associations that completed the research questionnaire including details about their institutional aims, the legal form of the organisation and human resources as well as the role of a players' association in both professional player contract negotiations and regarding issues concerning national team players.

The table on the following page displays the names of the 27 associations. Not all players' associations surveyed were FIFPro members. Therefore, we asked the five non-members whether they were entirely independent organisations or if they were affiliated to another entity. KEFWA, NANF, the USMNSTPA and VDV all reported their independence. NANPF, like KEFWA, noted that it is affiliated to its NA. This was different than asking whether the association was represented in another entity – something discussed in the next chapter.

In surveying the aims of players' associations, there are a variety of specific objectives and a number of commonly held goals. Across almost all associations the most common institutional aims are advocacy for players' rights (reported by 16 players' associations), improving working conditions (11), representation of players' interests (9), supporting professional players during their careers (6) and post-career transition assistance (6). Each of these terms refers to a specific set of actions or objectives. Several associations (SYNAFOC, MLSPU, and the Spillerforeningen) seek to promote good public relations and the image of professionals. Both the FPAI and SYNAFOC have a stated goal to promote solidarity among members. The Asosiasi Pesepakbola Profesional Indonesia (APPI) and AFAN explicitly mentioned an aim to support women and semi-pro players. HUNS, APPI and AFAN are the only three that expressly support coaches (AFAN was the only association listing coaches as official members). Several other declared objectives include working with other stakeholders, promoting football in general, supporting personal development or education and transmitting sporting values to members and society as a whole.

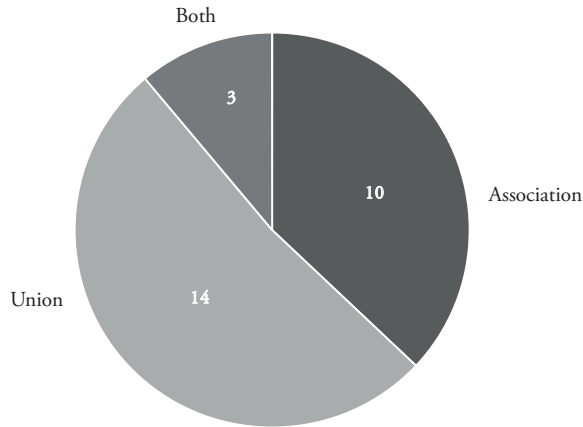
Table n°5: Player's associations which responded to the questionnaire

Confederation	Country	Name of the Association/Union	FIFPro Member
AFC	India	Football Players Association of India (FPAI)	Yes
	Indonesia	Asosiasi Pesepakbola Profesional Indonesia (APPI)	Yes
	Japan	Japan Pro-footballers Association (JPFA)	Yes
	South Korea	FIFPro Korea	Yes
CAF	Cameroon	Syndicat National des Footballeurs Camerounais (SYNAFOC)	Yes
	Kenya	Kenya Footballers Welfare Associations (KEFWA)	No
	Morocco	Union Marocaine des Footballeurs Professionnels (UMFP)	Yes
	Namibia	Namibia Football Players Union (NAFPU)	Yes
	Nigeria	National Association of Nigerian Footballers (NANF)	No
CONCACAF	Nigeria	National Association of Nigeria Professional Footballers (NANPF)	No
	Costa Rica	Asociación de Jugadores Profesionales (ASOJUPRO)	Yes
	Guatemala	Asociación de Futbolistas Guatemaltecos (AFG)	Yes
	USA	MLS Players Union (MLSPU)	Yes
CONMEBOL	USA	United States National Soccer Team Players Association (USNSTPA)	No
	Chile	Sindicato Intempresa de Futbolistas Profesionales de Chile (SIFUP)	Yes
OFC	Colombia	Asociación Colombiana de Futbolistas Profesionales (ACOLFUTPRO)	Yes
	New Zealand	New Zealand Professional Footballers' Association	Yes
UEFA	Croatia	Hrvatska Udruga Nogometni Sindikat (HUNS)	Yes
	Denmark	Spillerforeningen	Yes
	England	The Professional Footballers' Association of England & Wales (PFA)	Yes
	France	Union Nationale des Footballeurs Professionnels (UNFP)	Yes
	Germany	Vereinigung der Vertragsfußballspieler e. V. / VDV - Die Spielergewerkschaft	No
	Italy	Associazione Italiana Calciatori (AIC)	Yes
	Netherlands	Vereniging van Contractspelers (VVCS)	Yes
	Norway	Norske Idrettsutøveres Sentralorganisasjon (NISO)	Yes
	Romania	Asociatia Fotbalistilor Amatori Si Nonamatori (AFAN)	Yes
	Spain	Asociación de Futbolistas Españoles (AFE)	Yes

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

In order to achieve its aims, a players' association must be structured and have some administrative or staffing resources. Of the 27 associations that replied, the majority are legally structured as unions while three actually have both legal forms (the Japanese, the US men's national team and New Zealand associations). Consequently, we chose to refer to 'players' associations' as a broader category and not only to 'unions' in this study.

Figure n°3: Legal form of Players' Unions/Associations



The Japan Pro-footballers Association (JPFA) explained that the association was established in 2006 and the union in 2011. This stems from the organisation's two different missions: to improve the working conditions of Japanese football players and to contribute to the spread and promotion of a rich football culture. As part of its second aim, the JPFA conducts many football clinics/schools and CSR activities. Consequently, the union focuses on activities to improve the conditions of Japanese football players while the association concentrates on CSR or promotional activities.

In a somewhat similar vein, the USMNSTPA serves two functions. As a union it is the collective bargaining representative for current US men's national team players. The association's membership includes all former members of the USA national team who want to remain involved in the association's activities. Only current members vote on issues related to wages, hours and working conditions.

The situation is rather different in New Zealand. In order to register an organisation as a trade union, the country's Employment Relations Act first requires incorporation as a society. Incorporation imposes a host of rules on the association regulating things such as the content of constitutions, requirements for annual meetings, filing of financial returns. Then, once incorporated, an association can register through a separate, and subsequent, process as a trade union which adds a second layer of regulation and obligations.

As organised associations, nearly all surveyed associations have administrative offices. Only the NZPFA and non-FIFPro recognized KEFWA stated

that they had no actual office. In the case of New Zealand, since the organisation represents only national team players, the association is piloted from a solicitor's office who also happens to be legal counsel for both the country's rugby and cricket players' associations. In regards to staff, nearly 70% of the associations have less than 20 full-time employees. Only three associations have a higher number of staff: AFE, UNFP, and the PFA. Apart from those three countries and Germany and Cameroon, all other associations are staffed by less than 15 employees. A majority of associations also rely on part-time staff or external contractors to run their operations.

Given the importance of advocacy and the negotiation and lobbying work to represent players' interests, it is interesting to see where players' associations have their offices. In a majority of cases, the association is in the same city as the NA and the league. However, a still significant number of players' associations surveyed have their administrative base in another city, in some cases a several hours drive from the NA or league offices.

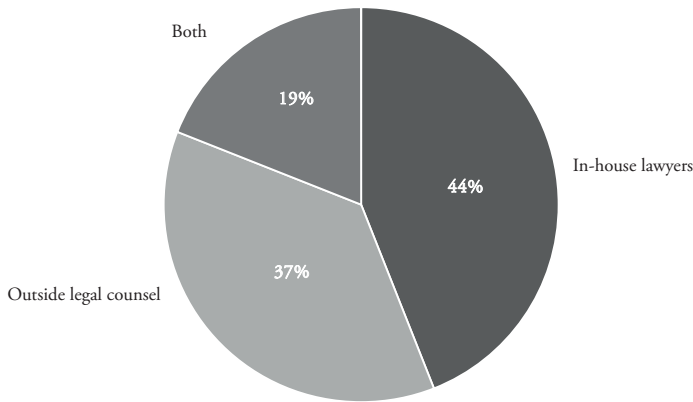
In Nigeria for example, the NANF is based in coastal Lagos which is a one-hour flight from the capital city of Abuja where the NA and league offices are located. Interestingly, the other players' association, the NANPF, is based in Abuja, which may have an impact on the workings of the organization. As discussed in the following chapter, the NANPF benefits from representation and a vote at the NFF congress while the NANF has neither.

The choice for offices in a different location from the NA or the league may have historical or cultural reasons or simply be based on where the managing director or general counsel is based. In India for example, the FPAI is based in the traditionally football strong region of West Bengal which is a two hour flight from the AIFF in Dehli.

Location, however, is not the only factor in a strong institutional relationship. The MLSPU is based in Bethesda, Maryland near Washington, D.C., a four-hour drive from the league offices in New York City and a two-hour flight from the NA in Chicago. This does not impede the players' association from having a close working relationship with the league or the NA.

Indeed, the working relationship is largely defined by the resources employed by the players' association and one of the most important areas is legal. When asked about how they are organised, nearly one half of associations responded that they rely on in-house lawyers while just over one-third use strictly outside counsel. Five associations indicated that they use both.

Figure n°4: In-house lawyers or outside legal counsel



As discussed above, one of a players' association's key objectives is advocacy and one main area for this is in regards to a player's contractual relationship with an employer. As part of the survey we asked players' associations about their role in the relationship and individual contract negotiations between a player and his or her employer. Since the questions were open ones, not all players' associations provided the same level of detail. Therefore, the replies should not be taken as exhaustive of the situation in each country but rather viewed as an illustration of some of the practices in place around the world.

Of the 27 players' associations that replied, the most common answer included 'legal advice' to players, followed by specific support in reviewing contracts before they are signed, and finally, ensuring that minimum standard requirements are applied or contracts respected. Only three associations reported that they have no specific role in individual contract negotiations (AIC, JPFA and KEWFA). In Italy and Japan, it is largely because the associations negotiate everything collectively.

As regards the women's side, the answers reveal the primarily amateur status of the ladies' game. Most associations reported either no difference (10) in its role for men or women's footballers or explicitly stated that women players have no professional contracts (10). However, countries that reported 'no difference' should not necessarily be interpreted as countries where women footballers do have professional contracts. Only a few countries replied that there were specific differences. The Spillerforeningen replied that there is no collective bargaining for women players in the Danish women's league, while

the PFA noted that women's contracts are less developed than men's. The UNFP answered that there is a federal regulation which outlines the conditions for French clubs to contract with women players and that this practice is developing. Nonetheless, the UNFP stated that it is too early to envisage a collective agreement or inclusion in the French Charte du Football Professionnel which regulates the professional game. Lastly, FIFPro Korea noted that it has attended to international players playing in the WK League.

If the players' association is active in advocating for the player, both individually and collectively at the professional club level, the situation is different with national team players. A clear majority of the associations (17) have no role in the relationship and contract negotiations (if any) between a national team player and his or her NA. The few examples of players' associations actually being involved in the national team player-NA relationship concern issues such as bonuses or prize money from national team matches (in Cameroon, Costa Rica, Norway and Romania). AFAN's case is unique in that the association has a vote on the NA's ExCo where the terms and conditions of national team players contracts are decided. A handful of associations reported that they provide advice when necessary to individual national team players or only intervene when there are specific problems (Chile, Denmark, Germany, Guatemala, India and Spain). For example, one association mentioned a case of a dispute between national team players and the NA regarding the choice of football shoes. Here, the players' association did play a role in the negotiations. There were few differences of note with respect to women's national team players, again because of the lack of professional status or economic value around the team.

3.2. Representation & membership of players within players' associations

After the structure of the organisation, the most important aspect of a players' association is its membership. In order to ascertain the membership of players, we asked a series of questions to both NAs and leagues as well as the players' associations themselves. We asked the NAs and leagues about the existence of a players' association in the country and what kind of players the association represented. In parallel, the players' associations were asked directly about their membership and whether they had specific membership categories for different types of players. We then consolidated all the answers across the NAs and leagues per country and the following tables - first wom-

en, then men - summarize the results of the answers provided. If a country is not listed it is because the NA or league did not provide an answer. Following these tables is the detailed data from players' associations. It is worth noting that the NAs and leagues actually provided information on a total of 38 players' associations including some additional ones that are not FIFPro members and were unknown at the start of the study.¹⁰

There are a number of observations to be made. Firstly, there was only one inconsistency between the data provided by NAs and that provided by leagues. The Colombian NA reported that ACOLFUTPRO represented all players while the DIMAYOR stated that the players' association only represented professionals. In general, the NAs and leagues reported that the players' association in their country represented mainly men professionals. In 11 countries, the NA and/or league also indicated that men's national team players are members of the country's players' association.

At first glance, the situation of women's players is not entirely clear. In theory, as many as 17 players' associations include women players as members. If we exclude the players' associations that (according to the NAs and leagues) focus exclusively, or almost, on national team players (NZPFA, USWNSTPA and the Canadian women's team), only two other players' associations specifically include women's national team players: the PFA and NISO. The players' associations in some countries are entirely focused on national teams (New Zealand) or have women's national team-specific associations such as in Canada and the USA. On the professional side, only the NZPFA, PFA, UNFP, and HUNS reported the inclusion of women's professionals.

10 This included the Groupement d'intérêt des joueurs professionnels (Ivory Coast), the Association Marocaine des Footballeurs Ex-Internationaux 'Youssef Rossi' and the Association Marocaine des Footballeurs 'Mustapha Haddaoui' (Morocco), the Comisión del Jugador (Mexico), the Club des Internationaux de Football (France) and Proprof (Netherlands). While the second Moroccan association is the former name for the current association UMFP, it is unclear if the Ivory Coast organisation is the same as the FIFPro-recognised Association des Footballeurs Ivoiriens.

Table n°6: Players' Associations/Unions and which categories of players represented according to NA/league (women)

Confederation	Country	Name of Players' Association/Union	National Team players (women)	Professionals (women)	Players (no distinction)
AFC	Palestine	PFAP			X
	Botswana	FUB			X
CAF	Ivory Coast	Groupe d'intérêt des joueurs professionnels			X
	Kenya	KEFWA			X
CONCACAF	Canada	Women's National Soccer team	X		
	USA	USWNSTPA	X		
CONMEBOL	Colombia	ACOLFUTPRO			X
OFC	New Zealand	NZPFA	X	X	
	Croatia	HUNS		X	
	Denmark	Spillerforeningen			X
	England	PFA	X	X	
	France	UNFP		X	
	Italy	AIC			X
	Netherlands	VVCS			X
		ProProf			X
	Norway	NISO	X		
	Romania	AFAN			X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

In addition to the general trends, the NAs and leagues provided additional information not gathered from the players' associations including the existence of other groups representing players. For example, in the Netherlands, we learn that there are in fact two players' associations (VVCS and Proprof). According to the KNVB, VVCS was founded in 1961 and Proprof in 1999. Professional football players can choose the union they want to be affiliated with. FIFPro, which only recognizes VVCS, explained that Proprof is also a social partner, along with VVCS, in the negotiations on the national CBA. Proprof, however, was not included in the sample of players' associations to which we sent questionnaires.

Table n°7: Players' Associations/Unions and which categories of players represented according to NA/league (men)

Confederation	Country	Name of Players' Association/Union	National Team players (men)	Professionals (men)	Players (no distinction)
AFC	India	FPAI	X	X	
	Indonesia	APSI	X	X	
	Japan	JPFA	X	X	
	Palestine	PFAP			X
CAF	Botswana	FUB			X
	Ivory Coast	Groupe d'intérêt des joueurs professionnels			X
	Kenya	KEFWA			X
	Morocco	Association "Youssef Rossi"	X	X	
		UMFP	X	X	
	Nigeria	NANPF		X	
	South Africa	SAFPU		X	
CONCACAF	Canada	MLSPU		X	
	Costa Rica	ASOJUPRO	X	X	
	Mexico	Comisión del Jugador		X	
	USA	MLSPU		X	
		USMNTPA	X		
CONMEBOL	Colombia	ACOLFUTPRO		X	X
OFC	New Zealand	NZPFA	X	X	
UEFA	Croatia	HUNS		X	
	Denmark	Spillerforeningen			X
	England	PFA	X	X	
	France	UNFP		X	
		CIF	X		
	Germany	VDV		X	
	Italy	AIC			X
	Netherlands	VVCS		X	X
		ProProf		X	X
	Norway	NISO		X	
	Romania	AFAN			X
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

The FRMF listed two affiliated players' associations in Morocco. According to the FRMF, the Association Marocaine des Footballeurs Ex-Internationaux 'Youssef Rossi' apparently represents the interests of both national team players and professionals, while the Association Marocaine des Footballeurs 'Mustapha Haddaoui', also represents both categories. It is likely that the

'Youssef Rossi' association actually represents former national team players while the 'Mustapha Haddaoui' association, which has become the UMF, represents current ones.¹¹ Similar to Morocco, the FFF indicated the existence of the CIF (Club des Internationaux de Football) which is affiliated to the NA and whose aim is to represent the French men's national team players.

Another interesting point from the NA-League provided data is that of Mexico. While Mexico does not have a recognised player's association, the data from the FMF listed the Comisión del Jugador. From a reading of the FMF statutes, it is unclear exactly what the committee's status is. It is listed as one of the standing committees (art. 27) but is also said to be 'an autonomous and independent organ' whose aim is to 'represent the interests of professional players' and present before the FMF authorities all issues regarding professional players (art. 74). There exists a specific regulation for the Comisión del Jugador which provides for a board of ten professionals elected by their peers from the four divisions of Mexican football (art. 3), a paid director (art. 17) and has many objectives common to a normal players' association (art. 7). In explaining the Mexican football player context, Ricardo de Buen Rodriguez noted that a union was created (called Futbolistas Agremiados de Mexico) which has a labour union registration but that is not active (2014, 237). This probably explains why FIFPro has no recognized association in Mexico but does maintain contact with the players' committee. Thus, while the Comisión del Jugador is clearly a part of the FMF and not fully independent, the committee appears to hold many functions of a players' association for Mexican male footballers.

The full picture of membership becomes clearer when the above NA-league information is compared with data from the actual players' associations. The data from players' associations provides a breakdown of membership in more detail. The first tables illustrate whether a players' association includes domestic professionals (those who are of the same nationality as the country where they play) in their membership and begins with the women's side.

The first observation from the players' association data is that the women's situation becomes clearer. In many of the countries where the NA or league reported that the players' association represented all categories of players, the players' association did specifically indicate that women players were represented. Three countries are notably absent from the above table. New Zea-

11 See http://lematin.ma/journal/2015/lu-vu-entendu_les-indiscretions-de-ali-hassou-ni/230220.html (last consultation 21 November 2016).

land is not listed since the association only represents national team players, and the USA does not have a players' association for all NWSL professionals. Finally, in Germany, the VDV explained that women players are welcome to be members with access to services but they do not have a voting right because the Women's Bundesliga is not a fully professional league.

In comparison with the NA-league data, several inconsistencies also stand out regarding women players. For example, FPAI, NANF, NISO and AFE all reported that women professionals were indeed members of their players' associations, while the data from the AIFF, Nigerian Premier League, Norwegian NA and LaLiga did not indicate this. The opposite is true for Croatia where the NA reported women as players' association members but HUNS did not. Finally, in what may be an error, SYNAFOC noted that retired women players from Cameroon are members but made no mention of current players.

Table n°8: Types of membership within Players' Associations - Domestic professional players (women)

Confederation	Country	Name of Players' Association/Union	Professionals in 1st division (women)	Professionals in lower divisions (women)	Ex/retired professionals (women)
AFC	India	FPAI	X		
	South Korea	FIFPro Korea	X		
CAF	Cameroon	SYNAFOC			X
	Kenya	KEFWA	X	X	
	Namibia	NAFPU	X		X
	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
	Colombia	ACOLFUTPRO	X	X	
UEFA	Denmark	Spillerforeningen	X		X
	England	PFA	X		X
	France	UNFP	X		
	Italy	AIC	X	X	
	Netherlands	VVCS	X		X
	Norway	NISO	X	X	X
	Romania	AFAN	X	X	X
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

On the men's side, nearly all players' associations offer membership for both first division professionals and lower division ones. The second trend is that we find many more direct mentions to the inclusion of ex-professionals in an association's membership. Twenty players' associations indicated that they continue to count ex-professionals in their membership after their retirement from the game.

Table n°9: Types of membership within Players' Associations - Domestic professional players (men)

Confederation	Country	Name of Players' Association/Union	Professionals in 1st division (men)	Professionals in lower divisions (men)	Ex/retired professionals (men)
AFC	India	FPAI	X	X	X
	Indonesia	APPI	X	X	X
	Japan	JPEA	X	X	
	South Korea	FIFPro Korea	X	X	X
CAF	Cameroon	SYNAFOC	X	X	X
	Kenya	KEFWA	X	X	
	Morocco	UMFP	X	X	X
	Namibia	NAFPU	X		X
	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
CONCACAF	Costa Rica	ASOJUPRO	X	X	X
	Guatemala	AFG	X	X	X
	USA	MLSPU	X		
CONMEBOL	Chile	SIFUP	X	X	X
	Colombia	ACOLFUTPRO	X	X	
UEFA	Croatia	HUNS	X	X	X
	Denmark	Spillerforeningen	X	X	X
	England	PFA	X	X	X
	France	UNFP	X	X	X
	Germany	VDV	X	X	X
	Italy	AI	X	X	X
	Netherlands	VVCS	X	X	X
	Norway	NISO	X	X	X
	Romania	AFAN	X	X	X
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

When considering the membership of foreign professionals, the situation is not entirely different. The tables first present the women's side followed by the situation for men foreign professionals.

Regarding foreign women professional players, we find this category included in the membership of largely higher ranked NAs, which is probably unsurprising as it would reflect the nature of the development of the women's national club game.

Table n°10: Types of membership within Players' Associations - Foreign professional players (women)

Confederation	Country	Name of Players' Association/Union	Professionals in 1st division (women)	Professionals in lower divisions (women)	Ex/retired professionals (women)
AFC	South Korea	FIFPro Korea	X		
CAF	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
CONMEBOL	Colombia	ACOLFUTPRO	X	X	
UEFA	Denmark	Spillerforeningen	X		X
	England	PFA	X		X
	France	UNFP	X		
	Italy	AIC	X	X	
	Netherlands	VVCS	X		X
	Norway	NISO	X	X	
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Once again, the data here should be taken with caution since many countries indicated that the women's game is not fully professional, or with only few professional players. Thus, the data on membership for foreign professionals or those in lower divisions should probably be interpreted as just players and not actual numbers of professionals.

Table n°11: Types of membership within Players' Associations - Foreign professional players (men)

Confederation	Country	Name of Players' Association/Union	Professionals in 1st division (men)	Professionals in lower divisions (men)	Ex/retired professionals (men)
AFC	India	FPAI	X	X	X
	Indonesia	APPI	X	X	X
	South Korea	FIFPro Korea	X	X	
CAF	Cameroon	SYNAFOC	X	X	X
	Kenya	KEFWA	X	X	
	Morocco	UMFP	X	X	
	Namibia	NAFPU	X		
	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
CONCACAF	Costa Rica	ASOJUPRO	X		X
	Guatemala	AFG	X	X	X
	USA	MLSPU	X		
CONMEBOL	Chile	SIFUP	X	X	X
	Colombia	ACOLFUTPRO	X	X	
UEFA	Croatia	HUNS	X	X	X
	Denmark	Spillerforeningen	X	X	X
	England	PFA	X	X	X
	France	UNFP	X	X	X
	Germany	VDV	X	X	X
	Italy	AIC	X	X	X
	Netherlands	VVCS	X	X	X
	Norway	NISO	X	X	
	Romania	AFAN	X	X	X
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

On the mens' side, foreign players generally have the same membership options as their citizen peers. However, one players' association reported that it does not represent foreign professionals: the JPFA. The JPFA, which was one of the interviewed case studies, explained that all players are in fact allowed to be members; however, foreign professionals rarely see a benefit in becoming members. Two associations, ASOJUPRO in Costa Rica, and the NAFPU in Namibia, did not list foreigners in lower divisions as members although they did list domestic lower division players as members. Again, it is

unclear if this is actually the rule in place or whether there are merely no foreign professionals in lower divisions who are, in fact, members. The situation may be similar with foreign ex-professionals. A number of players' associations reported that they do not represent retired foreign players. It is unclear if this is a rule or simply the de facto situation of foreign professionals leaving the country and returning to their home nation at the end of their careers.

The final membership tables cover national team players and a number of observations can be made. NAs and leagues appear to have significantly underreported the membership of national team players in players' associations. In their organisational membership, twenty-six players' associations reported including men's national team players who play domestically. The other surprise is the inclusion of women's national team players who were virtually absent in the NA and league data. According to the players' associations, close to one-half represent women's national teams, even players playing abroad.

Table n°12: Types of membership within Players' Associations - National team players (women)

Confederation	Country	Name of Players' Association/Union	National Team players (women) - Playing in the country	National Team players (women) - Playing abroad	Ex/retired National Team players (women)
AFC	India	FPAI	X	X	
CAF	Cameroon	SYNAFOC	X	X	X
	Kenya	KEFWA	X	X	
	Namibia	NAFPU	X	X	X
	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
CONCACAF	Guatemala	AFG		X	
CONMEBOL	Colombia	ACOLFUTPRO	X	X	
OFC	New Zealand	NZPFA	X	X	X
UEFA	Denmark	Spillerforeningen	X	X	X
	England	PFA	X	X	X
	France	UNFP	X	X	
	Italy	AIC	X	X	
	Netherlands	VVCS	X	X	X
	Norway	NISO	X	X	X
	Romania	AFAN	X	X	
	Spain	AFE	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Table n°13: Types of membership within Players' Associations - National team players (men)

Confederation	Country	Name of Players' Association/Union	National Team players (men) - Playing in the country	National Team players (men) - Playing abroad	Ex/retired National Team players (men)
AFC	India	FPAI	X	X	X
	Indonesia	APPI	X	X	X
	Japan	JPEFA	X	X	
	South Korea	FIFPro Korea	X	X	X
CAF	Cameroon	SYNAFOC	X	X	X
	Kenya	KEFWA	X	X	
	Morocco	UMFP	X	X	X
	Namibia	NAFPU	X	X	X
	Nigeria	NANF	X	X	X
	Nigeria	NANPF	X	X	X
CONCACAF	Costa Rica	ASOJUPRO	X	X	X
	Guatemala	AFG	X	X	X
	USA	USNSTPA	X		X
CONMEBOL	Chile	SIFUP	X	X	X
	Colombia	ACOLFUTPRO	X	X	
OFC	New Zealand	NZPFA	X	X	X
UEFA	Croatia	HUNS	X	X	X
	Denmark	Spillerforeningen	X	X	X
	England	PFA	X	X	X
	France	UNFP	X	X	X
	Germany	VDV	X	X	X
	Italy	AIC	X	X	X
	Netherlands	VVCS	X	X	X
	Norway	NISO	X	X	X
	Romania	AFAN	X	X	X
	Spain	AFE	X	X	X

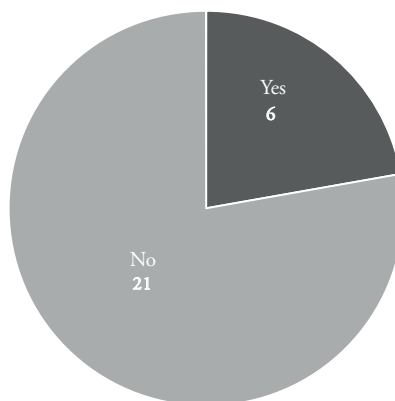
(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

On a specific national level, there are several things of note in comparison with the NA-league data. The FPAI states that it does, in fact, have membership for women's national team players. The NANPF was reported by the Nigerian Premier League not to represent either men's or women's national team players, but it apparently does include both categories as members. The situation is similar for HUNS and VDV where they also appear to have national team players (though only men) in their membership. UNFP and AFE

both claim to represent French and Spanish women's national team players, both playing domestically and abroad. Finally, NISO, which was said to represent women but not men's national team players, reports that it does actually count the men's national team among its membership.

The prior tables, and the widespread national team representation, probably explains why the vast majority of players' associations responded that there was not a specific organisation to represent the national team in Figure 5 below. Despite the players' association offering membership for the national team, there are other mechanisms to include national team players. A small number of countries reported 'yes' that there is specific representation for the national team in their country: Japan, USA, New Zealand, Denmark, Netherlands and Norway.

Figure n°5: Is there specific representation for national team players in the country?

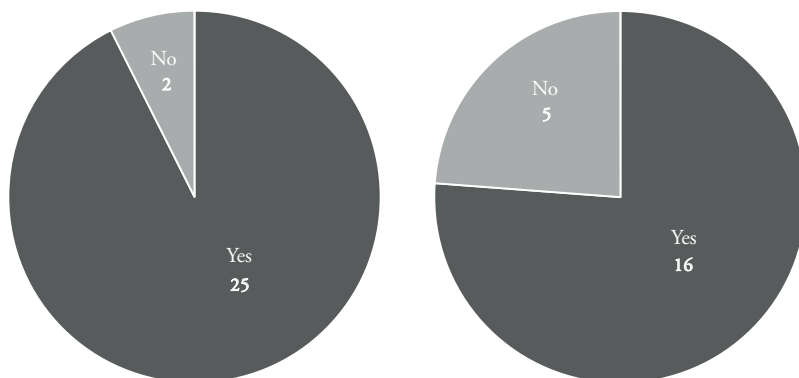


The basis for the specific representation for national teams is collective negotiation. This can take various forms either within the national players' association or through a separate organisation. Most of the six countries clearly stated that this representation was part of a Collective Bargaining Agreement (CBA) or similar agreement. For example, the 'Orange Council' of Dutch national team players negotiates on premiums and commercial contracts. The JPFA reported that there was a dedicated National Team Committee inside the federation. The only other country that reported a specific case of national team representation was India. The FPAI recounted the situation during the 2011 Asian Cup where there was a specific contractual arrangement for

the national team players who were on 16-month contracts in preparation for the event instead of playing with their clubs.

From a membership perspective the final question is whether a player remains a member of the association if he or she moves to another country.

Figure n°6: When leaving a country, does a player remain a member of the players' association? (men on left, women on right)



While in most cases, a player who moves abroad generally would become a member of his or her new national players' association, in the majority of countries surveyed, men and women players can remain members of their players' association if they move abroad. Nearly all of the five associations that do not allow women to remain members do not actually have women members at all. However, it is surprising that FIFPro Korea does represent women but did not report that they could remain members. India was the only association that apparently has a standard policy that they do not continue to represent players, men or women, when they move abroad. Finally, two associations indicated that it was possible to remain a member but it was not an automatic process. AIC and UNFP both reported that players must explicitly ask to remain members.

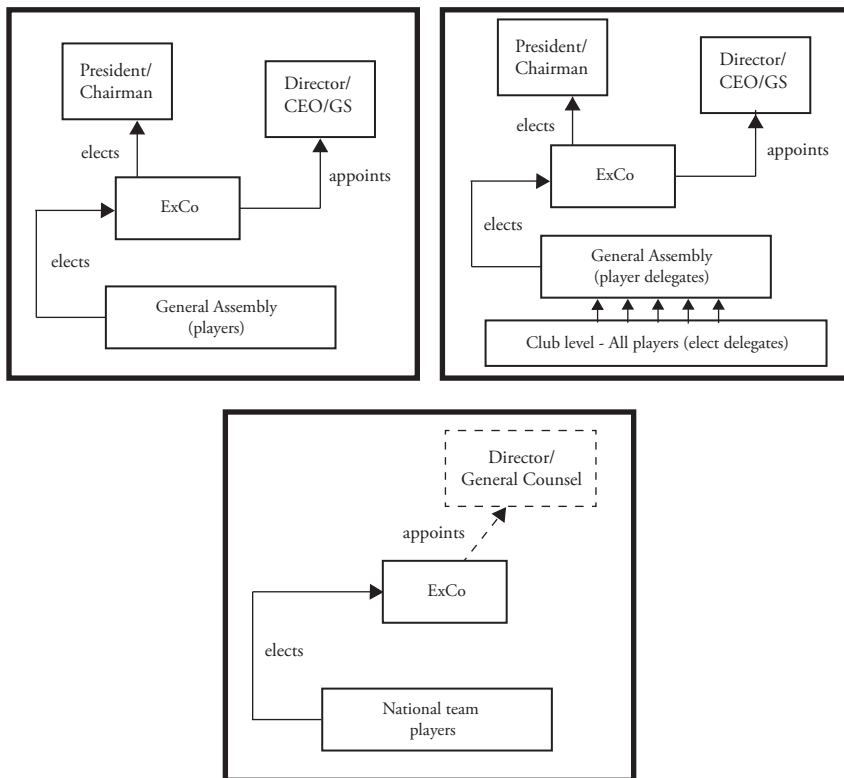
3.3. Internal governance of players' associations

While the membership formed by players is the basis for every players' association, without a specific organisation the players have no way to speak with one voice or run their activities. The internal governance structure of a players' association is therefore crucial to representing players' interests and serving as the vehicle for communicating with other stakeholders. When examining the way in which players' associations are organised around the globe, the structures are quite similar (even if they vary in scale). Nonetheless, there is some divergence and a number of interesting practices across the research sample.

From the twenty-seven associations surveyed, there is a common approach in terms of institutional structure. Generally, the typical association is based on a general assembly of its member players. While there were ten associations that did not make explicit reference to a general assembly, meeting or congress in their questionnaire replies, a cross-check of players' association websites revealed several additional GAs. Given that all associations explained that the members elected their executive committee/board members, it would be surprising if the ten did not have some form of GA with a voting power.

The typical structure could be described in one of three ways. Most associations have a governance model based on a GA that elects an ExCo and appoints a President/Chairman, and has a parallel Managing Director/CEO/General Secretary. The main difference lies in the GA and who the actual voting members are. In some players' associations, all players vote for the ExCo or board members, while a smaller number of others (HUNS, the PFA, VDV, and the MLSPU) actually have delegates elected by players at club level who then represent other players at the GA and actually vote. The former is direct democracy while the second model is representative democracy. In two associations that are specially focused on national teams, the voting players are the national team members who similarly elect a board. These national team-specific associations appear to be smaller in structure with fewer staff often relying on a general counsel as the key role along with an elected chair of the board.

Figure n°7: Typical models of Players' Association structures



All but five of the 27 associations have one of the two first models. For example, in the AIC it is the GA which elects the ExCo which, in turn, elects a President. The President, in turn, proposes a Director General who is then approved by the ExCo. Two associations have a structure that is not entirely clear. KEWFA and NANPF appear to have an ExCo/board-only structure with players electing the board members but without a specific figurehead leadership role.¹² Equally, the FIFPro Korea association is still in the process of structuring itself and has a three-member board including a GS and assistant GS.

12 Neither indicated a President/Chairman on their questionnaire responses and the respective websites do not shed any light on the matter.

Across all twenty-seven players' associations the ExCo members are all elected by the players. There are several practices worth highlighting, however. NISO are a union for multiple sports and therefore elect ExCo members from sports like handball and ice-hockey as well. In the Netherlands, the VVCS ExCo members are nominated by the current board and then approved by the GA. ExCo members are elected for varying periods, for example from two years (NISO) to four year terms (SIFUP).

Regarding the actual composition of the ExCo, most players' associations do not have representation for specific categories of membership (20). Simply, elected ExCo members are supposed to represent the entire membership. Only seven associations indicated that specific membership categories were allotted a set number of ExCo seats. Only two associations reported which categories were actually represented. Asociación de Futbolistas Guatemaltecos (AFG) stated that it did not include ex-professionals/retired players, the women's national team or independent members. The NZPFA noted that while there is no rule to have specific representatives, the association does informally try to have ExCo representation for both men's and women's national teams and retired players as well. AFAN in Romania is a rare example of an executive committee in which the five vice-presidents are each responsible for the relationship with a specific member group including: the top tier league, second division, third and lower divisions, youth and futsal, women, and finally former players and coaches.

The seven associations that did list specific representation of player categories listed those categories that are represented on their executive level. Having specific categories, however, does not mean that each group is actually represented. For example, while four did include specific representation for national team players (ASOJUPRO, APPI, UMFP and NISO), three others did not (AIC, NANPF and AFAN). Only three expressly included representation for women professionals. One of these, the NANPF, explained that there are two categories of women league players in Nigeria, those who play in the Nigeria Women's Professional League and the Nigeria Women's Amateur league.¹³ While players in the first category are, in principle, professionals, in actual practice fewer than the majority have a professional contract of some kind. In late 2016 it appeared that the organization responsible for the men's league, the League Management Company (LMC) committed fi-

13 The media regularly report the existence of two leagues, the top tier Nigeria Premier Women's League and the Nigeria Professional Women's League. Both are operated by the Nigeria Women's Football League.

nancial resources to support the women's league.¹⁴ Interestingly, despite having some strong women's national teams within the research sample, NISO were the only association to include their active and retired women's national team players in the ExCo level. AIC also reserved special representation for amateur players (16% of the voting influence).

Two other examples are worthy of note. At the VDV, similar to NISO, the players' association actually represents various sports and the board includes members from these different sports. Football elects three members – the most – while ice hockey, handball and Nordic combined also have board members. The VDV also has two female football players in its board, one of whom is a deputy member. In addition, AFAN decided in 2013 to include club coaches, trainers and physical therapists within their organisation in order to help them in their disputes with clubs, which often involve issues of non-payment of salaries.

4. Summary

The chapter began with a review of the overall relationships between the three traditional football pyramid stakeholders (club, league and NA) which indubitably vary across countries and reflect one or more of the different models presented in the prior studies. As regards the fourth main stakeholder, the players, global diversity is also no exception. While the aims and objectives of players' associations often share common themes (e.g. advocacy, improving working conditions, and representing players' interests), the form in which this takes certainly differs. Similar to how leagues operate within the club-league-NA relationship, some players' associations opt for one type of structure (the union) while others use both an association and a registered union. All associations rely on professional staff and legal expertise although it is not necessary to have everything in-house.

Players' associations uniformly represent men's professionals within their membership though women players do not have the same access – albeit this is often due to a non-professional status. Foreign players and national team players are regularly included within players' associations. The structure of a given association may vary (exact ExCo composition or the number of staff),

14 <http://www.thisdaylive.com/index.php/2016/09/23/lmc-supports-womens-league-with-n10m/> (last consultation: 27 October 2016).

but most rely on direct democracy with all players electing their ExCo members. A minority apply indirect democracy and it is the team-elected delegates who do the actual voting at the GA, even if all players are generally welcome to attend. At ExCo level, most associations rely on these elected members to represent the interests of all players and do not reserve seats for specific categories or women, for example.

Thus, even if the scale is different, we can identify some general trends for the profile of a typical players' association. Representation within the association offers insight into the inner workings of players' association, but it is the representation within the decision-making structures of the football pyramid discussed in the next chapter which provides a clearer view as to the role players have in the governance of the game.

III. Representation of players in the national decision-making structures of football

There are two ways of approaching the relationship between players and leagues. The first is 'political' through direct representation inside specific league bodies such as the general assembly or the executive committee. The second is via organised action through a players' association, which may or may not be affiliated to a given league, and the signing of specific agreements with a league or grouping of clubs. This chapter examines the first question of direct representation and introduces the issue of affiliation of an organised players' association. The second question is discussed in more detail in the following chapter which is more concerned with the regulatory environment, the specifics of players' association-league agreements, and contractual rights and obligations.

Having reviewed the NA, league and club relationships and profiled the players' association, Chapter III here explores the relationship between players and the three aforementioned stakeholders in terms of representation. How does the player fit in those structures and what role does he or she have in the decision-making bodies? Here, we address the question of representation of players, firstly at club level, then within league and NA general assemblies, executive committees and on standing committees. The presence in these decision-making bodies can either be consultative or with voting influence. Ideally, it would have been useful to know the exact voting power of players in all these bodies, however the data does not provide that level of detail across all countries. It is presented wherever available. In addition to representation on bodies, there are other forms of interaction which are covered and allow players to be in direct contact with leagues and NAs.

1. Introduction to the representation of different stakeholders

While players can often be organized in the form of a players' association, not every country has one. FIFPro only has affiliated members in just over one-fourth of the 211 FIFA recognized NAs. Indeed, it is not because a country does not have a players' association that players themselves are not represented. The question of players' interests at a national level, then, must be explored more generally in relation to the other three sectors of the game (clubs, leagues and NAs) and also situated within the context of other stakeholder interests. So before examining the players themselves, what are the other interests represented with league and NA bodies?

The two previous governance studies discussed the topic of representation of stakeholders in club, league and NA bodies. The results of these two reports are briefly summarized here. The results concerning leagues and clubs come from the second study (Boillat & Tallec Marston 2016) while the ones regarding the other stakeholders in NAs are from the first report (Boillat & Poli 2014). These results should be seen as general trends and not compared as each report relied on a slightly different country sample.

Beginning with the club level first, club-level representation for players appeared to be extremely limited in practice. Of the more than one-hundred clubs for which we obtained information, only two clubs referred to players or former players as being members of their general assembly (players at Sofapaka FC, Kenya, and former players at Boys' Town FC, Jamaica).

Moving to the leagues, in their general assemblies (if there is one – in four out of 16 cases the league has no general assembly), the general rule was that clubs were the only members. Apart from that, NAs and some members of other league governing bodies were sometimes included but this did not concern the majority of leagues. Interest groups like players were never represented. League executive committees were usually composed of clubs and/or members not representing any organisation (these members have management or business backgrounds and often act like CEO or chairman of a league). In a few cases, the NA also had representatives but here again players were never represented.

Finally, the NA level offered the widest range of stakeholders, including players. Concerning NAs' general assemblies, it was noted that three kinds of stakeholders were represented: the top tier league (through direct representation or clubs, or even both in a few cases) was represented in 81% of

the countries surveyed, regional associations in 63% and amateur football in 59%. In some countries, lower professional leagues were also represented but only in a few cases (19%) since only a small number of countries had several professional leagues. It is also worth noting that in some NA general assemblies (28% of the countries surveyed), members of the NA were represented and had a vote because they represented other decisional bodies of the association (for example, members of the executive committee are often *ex officio* members of the general assembly of the association itself).

Apart from these five groups of stakeholders (top tier leagues, regional associations, amateur football, lower professional leagues and *ex officio* members), several other groups were identified. We identified these groups as 'interest groups'. These interest groups were found in only half of the countries surveyed. Fifteen of them appear in more than one NA. Players were but one of these interest groups. Nonetheless, along with referees and coaches, the players' interest group was the one that was the most common among the countries surveyed since it was found in ten general assemblies. Other interest groups were, for example, women's football, futsal, supporters or the national government. They were groups representing another stakeholder which was (often) less powerful than the first five presented above. However, in some cases, they had an important decisional power. Players' representation is, for example, rather important in Spain (17 professional players and 26 non-professional ones represented out of 180 members) and Italy (20% of the members of the general assembly must be players).

Concerning executive committees of NAs, it was more difficult to know exactly what groups of stakeholders were represented because the composition of the executive committee was not always clearly defined but depended rather on the elections at the general assembly. Some important groups of stakeholders were still well represented, such as top tier leagues and amateur football. Interest groups were less common in executive committees and player representatives were only included in five of them (out of 32).

After reviewing the variety of stakeholder representation at club, league and NA level, we now move to a full analysis of player representation.

2. Representation of players at club level

In the countries surveyed this time around, there are practically no NA or league requirements on clubs obliging them to include player representatives (women or men) in their club decision-making bodies.¹⁵ Only the Costa Rican NA reported that there was some league-wide regulation to this effect for men's clubs, though without specifying what it was. The New Zealand federation, even though they do not have any provisions that require affiliated clubs to involve players, recommends clubs to do so. This, of course, applies to clubs that are not fully professional and excludes the Wellington Phoenix which play in the professional Australian A-League. None of the four women's leagues (WK League in Korea, the Japanese Nadeshiko League, La Unión Femenina de Fútbol UNIFFUT in Costa Rica, and the joint USA-Mexico-Canada NWSL) reported any requirements on clubs to include players in decision-making bodies.

Despite the near total absence of regulations to this effect, when asked whether affiliated clubs did actually include player representatives in their decision-making bodies, a minority of NAs and leagues reported that there were cases at some of their clubs. While the women's leagues all responded that no clubs include player representatives, the men's side offered a handful of examples of representation at club level. UNAFUT noted one club that had its own players' association. The Indonesian league noted that three clubs involve players in club decisions: Persija Jakarta, Persib Bandung, and Sriwijaya FC. The PFAJ gave two examples of clubs in which the team captain sits on the club's executive committee (Waterhouse FC and Boys' Town FC, the same club that allows former players to the club's GA). The Japanese NA reported that the choice to include players in club decisions is at the club's discretion. While not directly sitting on a club board or body, associations from Denmark and the Netherlands explained that some Danish clubs, or most in the case of Holland, have a players' council which will be involved in some club decisions.

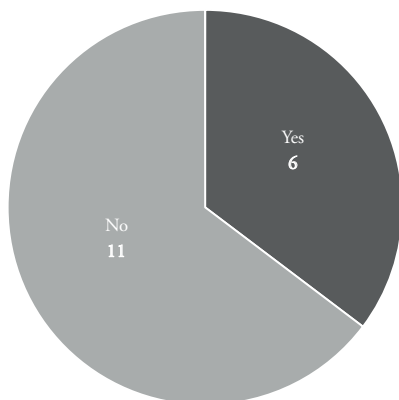
While professional player representation within a club's own decision-making structures is a rare practice, the situation is only somewhat different at league level.

15 No answers were received from the UAE or US associations on this question. However, the UAE federation explained that, as there is no regulation on the topic, it does not monitor club practices.

3. Representation of players at league level

Moving up a level to leagues, we find only slightly more representation than in clubs. Across the 17 leagues that replied, only five men's leagues reported that players are directly represented at some level within the league: the Botswana Premier League, Liga Indonesia, the NSL, LaLiga and MLS. The only women's league that involves players is the NWSL.

Figure n°8: Representation of players in league organizational bodies (GA, ExCo, other Committees)



When looking at the two main league organs in the surveyed countries, the GA and the ExCo, we find that players are rarely represented at all. In the GA, players, through their players' association, are represented in a few cases but often without a voting right or with little influence. The Indonesian league was the only league that replied listing players among general assembly members, though they had a paltry 1 out of 109 votes. However, players' associations for Morocco and France both answered that their associations were represented within their respective leagues. In Morocco, it is unclear exactly what the situation is, however. UMFP reported that it has two representatives in the 14 member league GA. The statutes of the Ligue Nationale de Football Professionnel (LNFP) state that the association of ex-internationals and ex-professionals is entitled to two votes, but there is no explicit mention

to current players. As for France, we could not verify the information for the French league since it never returned a questionnaire. The French Union Nationale des Footballeurs Professionnels (UNFP) reported ten votes out of 100 at the league GA. However, the LFP statutes (article 9) appear to provide GA voting rights only for clubs, other members have a 'consultative voice'. Finally, NISO in Norway also indicated that they were represented in the league but without a voting right.

If players are poorly represented in the GA of their national league, they are almost completely absent at the ExCo level. None of the leagues surveyed responded that player representatives sat on their executive committees. One players' association did, however, note representation at this level. The UNFP stated that they held two seats on the French league board.

Players may be largely absent from the GA or ExCo of their league, but there are a number of examples, as seen in the table below, of players being included in league standing committees. There is no correlation to type of committee according to FIFA ranking.

Table n°14: Representation of players in league committees

Confederation	Country	League (Championship)	Committee
AFC	Indonesia	Liga Indonesia	Disciplinary Committee Players' Status Committee
	Botswana	Premier League	Players' Status Committee
CAF	Morocco	LNFP	Commission of competition scheduling Commission of statutes and regulations Commission of youth competitions
	South Africa	NSL	Dispute resolution tribunal of the league
CONCACAF	USA	MLS	Health & Safety Committee Disciplinary Committee
	USA - W	NWSL	Player Advisory Committee Disciplinary Committee
UEFA	France	LFP	Legal Committee Disciplinary Committee Commission Sociale et d'Entraide

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

The most common committees that include player representation are the Dispute resolution or Grievance committees and Disciplinary committees (Liga Indonesia, NSL, MLS, NWSL and LFP). The MLSPU specified that in the MLS Disciplinary committee, at least three of the five members must be former players. The MLS Commissioner may appoint one member and the MLSPU also appoints a member.

The Players' Status Committee in Liga Indonesia and the Botswana Premier League both include player representation. The LNFP, MLS and LFP include players on committees including a variety of topics such as competition scheduling, youth, statutes, health and safety and legal, for example. The only women's league that reported players' representation was the NWSL which, in addition to disciplinary, also includes players on a Player Advisory Committee.

The presence of French players in LFP committees is complex. The first two committees listed are mentioned by both the LFP and the UNFP. However, the LFP statutes are not explicit as to the membership of many of its committees. The statutes expressly call for player representatives in the Legal Committee but make no specific mention to any category of representation for Disciplinary. In fact, most committees do not specify membership so theoretically there could be additional player representation in other committees (Appeals, Competitions, Strategy Committee for Stadia, Rules & Revision, and Finance).

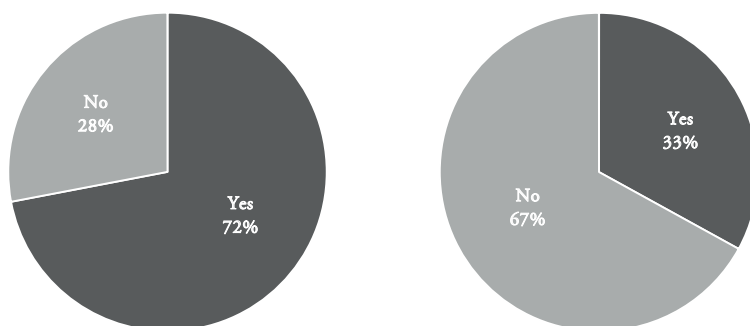
Lastly, there is an additional committee at the LFP in which French players are represented but which was not reported on either the league or UNFP questionnaire. In its statutes (articles 433 to 435) the LFP establishes a Social Committee on Mutual Aid on which UNFP has one member. This committee's aim is to assist players and former players who find themselves in difficult situation, LFP or club employees, long serving referees who make a formal request or, upon request by the LFP ExCo, a club victim of unforeseen circumstances.

There are other examples of committees including players, on topics such as training and technical, which are jointly composed of league and players' association bodies for labour management issues. However, these committees are not strictly internal league standing committees and exist within a framework agreement or MoU between different stakeholders such as the federation, league, clubs and the players' association – a point discussed in chapter IV.

4. Representation of players at NA level

While players are largely absent from league bodies, the situation appears to be different at NA level, at least for men. As seen below, men players are directly represented in a majority of NAs surveyed. For the same national federations, however, women players do not benefit from the same representation.

Figure n°9: Representation of players in NA organizational bodies (GA, ExCo, other Committees) - men on left, women on right



When looking specifically at the GA and ExCo at NA level, several things stand out. Firstly, there are more examples of players represented at the GA than within association executive committees. There are no significant correlations to representation according to FIFA ranking. As seen in the table to the right, it is more common to have unspecified players' representation, meaning there is no distinction between specific categories of players or between men and women. Representation specifically for national team players at either the GA or in the ExCo is found in only six countries (India, Japan, Saudi Arabia, Botswana, Morocco and Canada). The Canadian federation is the only NA that highlighted representation for both men's and women's national team players.

Table n°15: Player representation in the General Assembly and Executive Committee of their respective NA (men)

Confederation	Country	National association	General Assembly			Executive Committee		
			National Team players	Professionals	Players (no distinction)	National Team players	Professionals	Players (no distinction)
AFC	India	AIFF	X			X		
	Japan	JFA	X	X				
	Saudi Arabia	SAFF				X		
	South Korea	KFA			X			X
CAF	Botswana	BFA			X			
	Cameroon	FECAFOOT			X			
	Ivory Coast	FIF			X			
	Kenya	FKF			X			X
	Morocco	FRMF	X	X			X	
	Nigeria	NFF			X			
CONCACAF	Canada	CSA	X					
	USA	USSF			X			X
OFC	New Zealand	NZF			X			
UEFA	England	FA			X			
	France	FFF			X			
	Italy	FIGC			X			X
	Netherlands	KNVB		X				
	Norway	NFF		X				
	Romania	FRF						X
	Spain	RFEF			X			X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Representation does not necessarily mean a voting right or significant voting influence, however. We received data on voting influence at the GA and in the ExCo from all responding countries except South Korea which did not answer that question. In four countries (India, Botswana, France and Norway) players are represented in the GA but have no voting right. The case of England is complex. The FA did not list players as represented within the NA. The PFA, however, explained that the CEO sits on the FA Council but without a vote.¹⁶ In most other countries which reported voting influence

16 There is no statutory basis for the presence of the PFA on the FA Council and there is no mention in the FA Handbook. The PFA indicated that the presence of the CEO goes back five or six years.

players hold only a small number of votes. For example, players in Japan, Kenya, Morocco and Nigeria all hold between 1.3% and 2.3% of the total GA votes.¹⁷ Only slightly higher, in New Zealand, the Netherlands, Ivory Coast, Cameroon and Romania players voting influence ranges between 4.2% and 7%. The highest player voting influence at the GA is found at the FIGC and USSF, both at 20%.

The case of Nigeria is interesting since there are two players' associations in the country, neither of which is currently affiliated to FIFPro: the National Association of Nigeria Footballers (NANF) and the National Association of Nigeria Professional Footballers (NANPF). NANPF does have a vote at the NFF but NANF is not represented. In Spain, AFE facilitates the election of player representatives who then hold 10% of the votes but the players' association as such is not represented.

Moving to the ExCo level, there are fewer examples of countries where players are represented in this key decision-making body. However, in the case of Saudi Arabia, players are represented to the tune of 6 votes (out of 19) counting for almost one-third of voting influence. This is interesting given that, at the GA level, there is no player representation in the SAFF. Furthermore, the SAFF statutes confirm different numbers (11 total members) and do not specify players as members (though according to the definition ex-players could be eligible).¹⁸ In Africa, players have a higher voting influence at the ExCo than in the GA. With one seat on the fourteen-member FRMF ExCo, Moroccan players have 7% of the voting influence (compared to less than 2% in the GA). Kenyan players have one voting member on the five-person ExCo (again in comparison to 1.3% of the vote at the GA). Both the USSF and FIGC maintain the same voting influence percentages at the ExCo level as at the GA - a significant 20%. One unique case at the ExCo level is the representation of players directly through the head of the players'

17 While actual numbers were not reported by the NA, the Japanese players association reported that players have 1 vote out of 75 total votes on the JFA Council. In addition, UMFP highlighted the representation of Moroccan national team players, something not noted by the FRMF and which doubles the overall player representation to 2 out of 54, or 3.7% of voting influence.

18 Article 32 of the statutes states that the ExCo is composed of 11 members. Four members are named by the President; they must be highly qualified and professional executives, but nothing stops them from being ex-players. Another five ordinary members are elected by the General Assembly. So theoretically, players or ex-players could be among those either appointed by the President or elected by the GA. However, there are no requirements for players to be on the ExCo.

association. AFE reported that the players' association president sits on the RFEF *Junta Directiva*.

If we consider the specific representation of women players in national association GAs and ExCos, they feature even less prominently than men. As seen below, two NAs have specific representation of women players in their GA – NFF and CSA – though women do not have voting rights in both cases. Similar to their male counterparts, Norwegian women players have representation but do not have a voting right. The only NA that reported an actual voting influence for women players (separately from men) was Canada where women and men's representatives have one vote each in a GA which has a total of 1,033 voting members. Interestingly, the BFA recently introduced a specific women's football representative on its ExCo, though no voting influence was reported so it is unclear if this is only a consultative role.

Table n°16: Player representation in the General Assembly and Executive Committee of their respective NA (women)

Confederation	Country	National association	General Assembly			Executive Committee		
			National Team players	Professionals	Players (no distinction)	National Team players	Professionals	Players (no distinction)
AFC	South Korea	KFA			X			X
CAF	Botswana	BFA			X	X	X	
	Cameroon	FECAFOOT			X			
	Nigeria	NFF			X			
CONCACAF	Canada	CSA	X					
	USA	USSF			X			X
OFC	New Zealand	NZF			X			
UEFA	France	FFF			X			
	Norway	NFF		X				
	Romania	FRF			X			X
	Spain	RFEF			X			X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Some countries are conspicuous by their absence, for example, England and Germany which have strong relationships and negotiation instruments discussed in more detail in the next chapter. For the purposes of representation here, the VDV explained that despite not having direct representation within

German football, it benefits from a number of collaborative agreements under which it works closely with the NA, league and clubs. The PFA highlighted that the GA (FA Council) is principally a consultative body and that the key decision-making organs were at the executive level FA Board as well as the Professional Game Board (the committee within the FA dedicated to the management of the professional game) on which it has no representation. Limited representation notwithstanding, the English game has a long history of labour relations negotiation currently under what is called the Professional Football Negotiating and Consultative Committee (PFNCC).

At standing committee level, there is a similar variety of player representation within NAs and in leagues. The most common committee where players are represented is in dispute resolution (5) followed by players' status and technical (3). As seen on the right, several NAs also include players in committees dealing with budgets and auditing as well as regulations or legal.

Several additional points are worth highlighting with respect to standing committees. Interestingly, no NAs reported standing committees in which there is specific representation for women players; as a result, the rankings listed in the table below concern men's national team rankings. The NAs with the highest number of committees with player representation are the USSF and FFF (4) followed by the PFA (3). The JFA noted that inclusion in NA standing committees is limited to former players only. Two countries do have representation within committees despite having no players represented at either GA or ExCo level: Palestine and the UAE. Palestinian players are represented within the National Dispute Resolution Chamber (NDRC), league committee and on the players' status committee. In the Emirates, players are also part of the NDRC. It should be stated, however, that the basic structure outlined by FIFA for the NDRC requires this. So, in principle, all NDRCs should include player representation.

The exact situation of player representation in France is uncertain.¹⁹ The FFF does have a special commission of 20 members called the *Haute Autorité du Football* on which players have two voting representatives. This is a sort of control committee whose role is to oversee the ExCo's management

19 The FFF and UNFP did not report the same list of committees. Moreover, the FFF statutes include committees such as Appeals, National Competitions, Regulations and Disputes, Refereeing and Laws of the Game, Ethics and Medical. There may be player representation on the aforementioned committees, but the membership is not specified. Membership in the statutes is only specified for the Players' Status Committee and the *Haute Autorité*.

of the federation. It has the power to question the ExCo, make proposals, consult the Internal Audit reports and ExCo quarterly reports, and can even, in extreme circumstances, call for the GA to dismiss the ExCo. Lastly, both the FFF and UNFP noted player representation on a federal committee on sporting agents. The committee is not a statutory committee but one created pursuant to the *Code du Sport* (part of the French Civil Code).²⁰

Table n°17: Representation of players in other Committees of the NA

Confederation	Country	National association	Other Committees	National Team players (men)	National Team players (women)	Professionals (men)	Professionals (women)	Players (no distinction)
AFC	India	AIFF	Technical Committee	X				
	Japan	JFA	NDRC					
	Palestine	PFA	NDRC					X
			League Committee					X
			Players' Status Committee					X
	Saudi Arabia	SAFF	Technical Committee	X	X			
			Competition Committee		X			
CAF	UAE	UAEFA	NDRC					X
	Cameroon	FECAFOOT	NDRC					X
	Ivory Coast	FIF	Groupeement d'intérêt des joueurs					X
	Kenya	FKF	Players' Status Committee					X
	Morocco	FRMF	Direction Technique Nationale		X			
			NDRC		X			
CONCACAF	Mexico	FMF	Comisión del Jugador	X	X			
	USA	USSF	Appeals Committee					X
			Budget and Audit Committee					X
			Credentials Committee					X
			Referee Committee					X
UEFA	France	FFF	Haute Autorité					X
			Federal Committee on the Players' Status					X
			Disciplinary					X
			Federal Committee on the Agents					X
	Italy	FIGC	Regulations Committee					X
			Legal Procedures Committee					X
	Netherlands	KNVB	Central Player's Council		X			

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

20 See *Règlement Des Agents Sportifs*, <https://www.fff.fr/la-fff/tous-les-statuts-et-reglements/statuts>. (last consultation 12 January 2017).

The KNVB reported a Central Player's Council that, according to van Megen (2014, 257), is a body inside the NA established by the players similar to works councils in normal Dutch companies. On some matters, such as labour contracts or duties and rights of players, the KNVB GA and its Professional Football Board are required to consult the Council before deciding on the issue. In these cases, any decision made by the KNVB without the Council's written approval is considered void.

While representation is an important means of representing players' interests, it does not always equate to voting influence. Moreover, representation in official internal league or NA bodies is only one method of managing the labour relationship which also includes other forms of interaction.

5. Other forms of interaction

Representation in official club, league or NA bodies is not the only method for players to interact with other stakeholders of the football world. We sought to uncover other ways in which key actors in football engage with players even if outside a decision-making capacity. One of those is whether they continue to be involved with players after their retirement from the game. These links are often informal and not focused on direct representation of interests or negotiation but are nonetheless means by which players remain visible and connected to decision-making bodies.

In responding to the question 'how do NAs maintain links with ex-professionals and ex-national team players', a majority of NAs replied that they did indeed cultivate links both with women and men. Unsurprisingly, coaching is one of the most common methods and it would not be unlikely that NAs which did not report it also do rely on former players as coaches.

On the women's side, practices are far from global with most examples coming from UEFA, CONCACAF and Asia/Oceania. None of the NAs from CAF provided any cases of former women's players being involved with the NA after retirement. While not particularly surprising for countries like Botswana, Ivory Coast, Kenya and Morocco which are newer to the women's game, it is unfortunate not to have received data from traditionally strong African women's teams such as Nigeria and Ghana which may indeed involve their former women players. The three main cases (involvement internally in the NA, as ambassadors and organising a 'Legends' team) are all found in at

least six different countries. In most cases, if an NA involves women former players at all, they generally use at least two of the three options. Only Canada and India use ambassadors without incorporating ex-players elsewhere, while Croatia only organises a 'Legends' team.

Table n°18: NA links with ex-professionals or ex-internationals (women)

Confederation	Country	National association	Internal Bodies	Ambassadors	Legends	Other
AFC	India	AIFF		X		
	Japan	JFA	X	X	X	
CONCACAF	Canada	CSA		X		
	Jamaica	JFF				X
	USA	USFF	X	X	X	
CONMEBOL	Colombia	FCF				X
OFC	New Zealand	NZF	X	X	X	
UEFA	Croatia	HNS			X	X
	England	FA	X			
	France	FFF	X	X	X	X
	Germany	DFB		X	X	
	Italy	FIGC	X	X		
	Netherlands	KNVB		X		X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

In regards to other methods of including former women players, three NAs reported involving former professionals and national team players as coaches (Jamaica, Croatia and the Netherlands). Jamaica also noted that former players are employed in the federation while Canada includes them in their Women's Soccer Committee. Former Japanense national team players are also involved in CSR projects while Colombia uses them at federation events more generally. One final example comes from the FFF where former national team players are included in a group of ex-internationals - somewhat similar to the men's CIF but without the formalized structure - and consists rather of a friendly tournament around a FFF initiative to promote the women's game.

As seen in the table below, the most common connection on the men's side with ex-players, in 13 countries, is incorporating them into internal NA bodies. Using former players as ambassadors for the national association is also a regularly employed tactic in 12 NAs. Just over half the NAs answered

that they organised a team of former national team stars, or 'Legends', a practice found on almost all continents and across all FIFA ranking groups.

Table n°19: NA links with ex-professionals or ex-internationals (men)

Confederation	Country	National association	Internal Bodies	Ambassadors	Legends	Other
AFC	India	AIFF	X	X		
	Japan	JFA	X	X	X	
	Palestine	PFA	X		X	
	Saudi Arabia	SAFF	X	X	X	
	UAE	UAEFA	X		X	X
CAF	Botswana	BFA		X		
	Ivory Coast	FIF				X
	Morocco	FRMF	X	X	X	
CONCACAF	Canada	CSA				X
	Jamaica	JFF				X
	Mexico	FMF	X			
	USA	USSF	X	X	X	
CONMEBOL	Colombia	FCF				X
OFC	New Zealand	NZF	X	X	X	
UEFA	Croatia	HNS		X	X	X
	England	FA	X			
	France	FFF	X	X	X	X
	Germany	DFB		X	X	
	Italy	FIGC	X	X	X	
	Netherlands	KNVB	X	X		X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Similar to the women's side, coaching is the most common 'other' method of incorporating former ex-pros or international players. Jamaica and the Netherlands reported coaching in general, while the UAE and Croatia both specified relying on them as national team coaches and Morocco for youth teams. Former players were also hired as NA staff in the UAE and Jamaica while the JFA uses them in CSR projects. Links with former players can also be informal in nature (England) or at federation events (Colombia). Both the FFF and CSA highlighted the existence of national team alumni groups.

Table n°20: League links with ex-professionals or ex-internationals (men and women by league)

Confederation	Country	League (Championship)	Internal Bodies	Ambassadors	Legends	Other
AFC	Indonesia	Liga Indonesia				X
	Japan	J.League	X	X	X	X
	Japan - W	Nadeshiko League	X	X	X	
CAF	Botswana	Botswana Premier League				X
	Nigeria	Nigeria Premier League	X	X	X	
	South Africa	NSL				X
CONCACAF	USA	MLS		X	X	
	USA - W	NWSL		X		X
UEFA	Germany	Bundesliga			X	X
	Netherlands	FBO	X			
	Romania	LPF				X
	Spain	LaLiga	X	X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Leagues also employ the same methods as NAs to keep former professionals involved in both men's and women's leagues. Beyond the use of ambassadors and 'Legends' teams, leagues certainly involve ex-players in the day-to-day running of the organisation. For example, MLS and the Dutch club organisation FBO both stated that ex-players are employed by the league or clubs (even as CEOs in some Dutch clubs). Both the NWSL and MLS call on ex-players to serve on their league disciplinary committee reinforcing the representation question addressed above. The only league to explicitly mention coaching was the Nadeshiko League which counts on ex-national team players and ex-club team players to become football coaches.

Expertise is also valued by leagues when dealing with particular issues or for specific activities. For example, the Bundesliga involves ex-players in task forces dealing with current sport-related topics. Both Liga Indonesia and the Romanian LPF also rely on ex-pros as advisors and experts. Linked to ambassadorial roles, leagues can call on ex-players for league CSR activities (LPF) or as testimonials for non-profit work (in the Bundesliga-Stiftung foundation). Ex-players serve as match delegates for the Nigeria Premier League. NSL ex-players participate in voting panels for the league's annual awards.

Alternatively, leagues will involve players in pre-match events or marketing activities around official games. For J.League pre-match events such as

clinics for kids or mini-sized games, the league will rely on ex-players. The Bundesliga organizes its own Legends-Tour integrating popular ex-players (e.g. Jens Lehmann, Lothar Matthäus) into international marketing activities. Occasionally, ex-professionals are special invitees for Nigeria Premier League events. Finally, the Botswana Premier League has a committee for retired players.

6. Summary – Importance of player representation in football governing bodies

Along with negotiation, discussed in the next chapter, representation is one of the two main instruments for player involvement, at least on paper. Players are not omnipresent, however, and representation and how players are incorporated in NAs, leagues and clubs varies. At club level player representation is extremely limited in the countries surveyed. This is only marginally better at league level though specific representation for women players is almost unheard of. Largely absent from key league bodies such as the GA or ExCo, players are included in a variety of league standing committees.

There are more opportunities to be directly represented at NA level, at least on the men's side, though this is often limited to the GA and to small levels of influence in terms of voting power. Overall, there is no correlation to representation in league or NA GAs, ExCos or committees (or type of committee) according to FIFA ranking. Countries have different practices and it is difficult to see any global trends in this sense. In contrast, the informal links with players are common practice. Relying on player expertise and informally maintaining links through Legends teams and ambassadorial work allows players to enter leadership roles though this is more often observed at the league level than in NAs.

Ultimately, player representation does not always equate to voting influence and a voice in decision-making. Indeed, official representation is only one instrument in the labour-management relationship. As we will see in the next chapter, this relationship is also governed by bodies outside the NA or league, for example, subject to national law or joint agreements signed by players' associations, leagues and NAs.

IV. Exploration of regulatory contexts, contractual mechanisms and negotiation instruments

The fourth chapter moves into the regulatory, contractual and negotiation areas of the player-club-league-NA relationship. It begins with an overview of the national regulatory environment with data from the countries surveyed before shifting to an exploration of the relationships and affiliation of players' associations within leagues and NAs, for example, through MoUs or general collaborative agreements. This is followed by the all-important area of collective bargaining and reviews what agreements exist in the form of CBAs across the researched countries. The final two points of the chapter discuss the details of rights and obligations around player contracts (with particular attention to Contract Minimum Requirements or CMRs) and the question of dispute resolution between players, clubs, leagues and NAs before finishing with issues which are recurring for players' associations.

1. Overview of state and football regulatory environments

NAs traditionally benefit from the so-called 'autonomy of sport' and enact various sets of rules governing sport, insofar as they do not relate to sport as an economic activity. Nevertheless, the relationship between an athlete and his or her club in most professional cases is an employment contract. In a national context, this relationship may be the exclusive competence of state law and may be exclusively subject to national public judicial bodies. As a result, although in football the employment disputes are regularly subject to arbitration, in particular before a NDRC or the Court of Arbitration for Sport (CAS), some countries have established restrictions on the arbitrability of employment disputes, in particular with a view of protecting the employee.²¹

21 For more on arbitration in individual employment disputes see Besson, S., 2015: 'Sports Arbitration: Which Lessons for Employment Disputes?', *Sports Arbitration: A Coach for Other Players?* - ASA Special Series No. 41, Swiss Arbitration Association.

In the context of professional football, typically a player has a registration that links him/her to the club-league-association structure in which FIFA, confederation and NA rules apply. In parallel, the professional player has an employment contract which is subject to the respective national employment law. Furthermore, it is important to distinguish 'individual' employment contracts from the so-called collective employment contracts between labour unions and employers or associations of employers. In the sport context, the latter generally takes the form of a so-called 'collective bargaining agreement' and is traditionally used in various sports leagues in North America but, as we will see in this chapter, is far from a North American only phenomenon. Finally, in the football regulatory context, all stakeholders in their negotiations of employment agreements (individual or collective) can be bound, legally or sometimes morally, by the statutory law of international associations or by a possible MoU signed by international bodies regarding minimal contractual requirements for employment relationships, for example.

Thus, the question of the institutional relationship between the NA, league and players' association is a complex one. It includes affiliation, representation and signed agreements. Affiliation to an NA or league is different from representation within it, which is, in turn, different from a signed agreement between organisations.

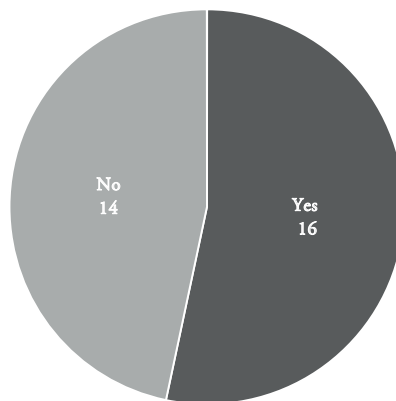
As discussed in Chapter III, representation within football decision-making bodies at club, league and NA level is one means for players to have a voice. The second key area in the governance relationship between players and management in labour relations is negotiation, both collective and individual. This chapter shifts the focus from representation – in a political sense – to the regulatory context surrounding the negotiation and contractual mechanisms used around the globe. It also discusses the instruments themselves as they are used by the different stakeholders in the player-management relationship.

1.1. Overall regulatory environment

In each country there exists a regulatory environment that can affect the player-management relationship. In order to have a broad picture of the situation in different countries, each NA and league was asked four questions. The first was whether there were non-sporting organisations that regulated the status of players and the rights/obligations of players and their employers (for exam-

ple, governmental agencies or non-sport unions). The second question was what were the key legal texts or agreements written by the aforementioned organisations (for example, a national trade union agreement or law on sport). The final two questions addressed whether the NA or league and the players themselves actually participated in drafting these important documents. The answers received covered 30 countries in total, either through the NA, the league or both, with 16 countries initially answering positively.

Figure n°10: Involvement of non-sports organizations in regulating the status and rights/obligations of players, by country



Of 25 NAs that replied, ten replied affirmatively, while ten leagues (out of 14 responding) also answered that there were specific non-sporting organisations involved in such regulation. However, we disregarded one affirmative answer and altered a negative one due to the nature of the explanations. The Saudi NA responded ‘yes’ but described its national dispute resolution chamber; therefore, we did not consider it as a ‘non-sporting’ organisation. Spain’s LaLiga responded ‘no’ but nonetheless listed two key governmental texts; as such, Spain was considered as a ‘yes’. The table on the following page summarizes the answers received for the first, third and fourth questions and covering a total of 16 countries.

Table n°21: 'Non-sporting' organisations regulating players' status and rights/obligations and the participation of NAs, leagues and players

Confederation	Country	Regulation by non-sporting organisation	Participation of the NA	Participation of the league	Participation of men players	Participation of women players
AFC	India	X				
CAF	Ivory Coast	X				
	Morocco	X	X		X	
	Nigeria	X				
	South Africa	X				
	Canada	X				
CONCACAF	Costa Rica	X				
	USA	X				
CONMEBOL	Colombia	X		X		
UEFA	Croatia	X				
	Denmark	X				
	France	X	X		X	
	Netherlands	X				
	Norway	X				
	Romania	X		X	X	
	Spain	X		X	X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

There are several points of note. While the research sample size is small (only 40 countries surveyed out of 209 FIFA associations)²² and the responses limited to 30 countries, it is interesting to note so few countries reporting the involvement of non-sporting organisations, and what is more, for countries with both low and high FIFA rankings. Moreover, even for the 16 countries in which there are non-sporting entities producing relevant agreements or legal texts affecting football, there is little to no engagement of NAs or leagues in the process.

If we consider the countries absent from the above table (due to no response to that question), we also find some interesting trends. No other Asian country aside from India reported the involvement of non-sporting organisations. This stands in contrast to the prior Governance study. While the ques-

22 At the start of the project and initial data collection phase FIFA had not yet admitted Gibraltar or Kosovo as members.

tions were not exactly the same and NAs were not surveyed, the J.League reported that the government was indeed involved in issuing regulations on the requirements concerning player contracts (Boillat & Tallec Marston: 2016, 51-2). Other noticeably absent countries such as New Zealand, England or Germany may not have reported specific non-sporting organisations or laws in place, but they all have strong labour relations negotiation mechanisms as discussed in the next section.

When classifying the types of non-sporting organisations that directly affect football, there were several categories of answers from NAs and leagues. The most common organisation listed (5) is the government in general – without any specification of a particular branch or agency. This was the case in India, Canada, USA, Denmark and Spain. Following behind government were ministries of sport (3) as reported in Morocco, Croatia and Romania. In the USA and Croatia the national congress or parliament were cited as having a role. Non-sporting unions (2) were cited in France and Nigeria, while the ministry of labour (Costa Rica) and social security agencies (Netherlands) were also mentioned. The South African NSL explained that there is a statutory body called NEDLAC (the National Economic Development and Labour Council) which brings together employers, labour and government officials in a tripartite dialogue on employment laws that affect professional footballers.

The aforementioned non-sporting organisations are responsible for a variety of legal texts or agreements that shape the regulatory environment around professional football as well as sport in general. In some cases, NAs or leagues listed several relevant legal sources. Of the 16 countries for which NAs and leagues provided information, the most common (8) legal source is a national sports law. This is the case in Ivory Coast, Morocco, South Africa, the USA, Colombia, Croatia, Romania and Spain. In addition to a national sports law, the next most cited example was the existence of a national law or legal code covering employment and/or labour relations and which regulates questions of pay, working conditions, and rights and obligations of employees and employers. This was listed in the following seven countries: India, South Africa, Costa Rica, the USA, Colombia, Denmark and Norway. Two other countries reported a competition act or anti-trust law and specific court decisions. The CSA explained that within the Canadian Competition Act there is a particular section – Section 48 – that addresses professional sport. The second example was from Colombia and referred to constitutional court decision c-320 from 1997 regarding the rights of professional footballers and transfer

rules.²³ The KNVB noted the legal framework on social security as relevant to the rights and obligations for players and employers.

The last type of legal text mentioned – a national collective convention signed by representatives of employers and employees in sport and mentioned by both Spanish and French leagues – is addressed in the next section since these agreements do not involve only non-sporting organisations.

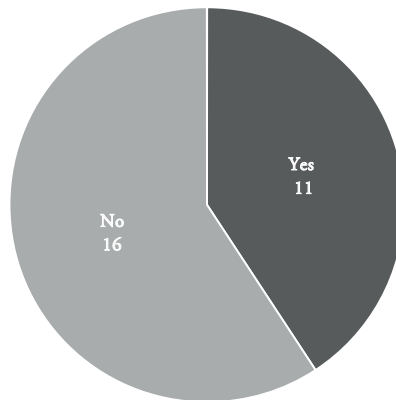
When it comes to an NA or a league's actual participation in the above legal sources, only one association and three leagues reported being involved. On the NA side, the FRMF explained that within the context of the Ministry of Youth and Sports, proposed texts are circulated to concerned parties which can also make suggestions. On the league side, the DIMAYOR stated that it sits at the negotiation table for the elaboration of Colombian legislation on sport. In Romania, AFAN noted that every institution can propose changes to the national law on sport. Lastly, it is interesting that the NSL reported that the normal legislative procedure allows for South Africans to participate in an overall process for amending or drafting related law; however, the sporting bodies have yet to properly use these channels.

The final observation from the above table is that the involvement of players is negligible in the preparation and drafting of key non-sporting regulations that affect sport. Perhaps most conspicuous by their absence is the complete non-participation of women players. Indeed, none of the four women's leagues reported the involvement of non-sporting organisations or specific key legal texts or agreements. This is also why the above table only shows countries according to the men's FIFA country ranking. As for those countries where NAs or leagues stated player involvement, in both Morocco and Romania this happens through the players' association. Again, not listed in the table but similar to the league's potential involvement, the NSL noted that South Africa players have only rarely been involved. However, the NSL noted that they certainly could do so through the South African Football Players Union.

23 It should be noted that the questionnaire did not ask for court decisions which could apply to sport but only those laws specifically related to the rights and obligations of players and employers. Moreover, none of the suggested examples referred to anti-trust/competition law or to court decisions. As a result, it should not be concluded that the Colombian case is the only country in which such legal decisions impact the rights and obligations of players and employers. The most obvious additional example would have been the relevance of the Bosman decision. However, the focus in the questionnaire was only on a general understanding of the existence of legal texts/agreements and not a full analysis of jurisprudence on all aspects of players' status.

The final point in this section regarding the overall regulatory framework surrounding players' associations is whether the association is a member of a national trade union. Across the 27 associations, the majority (16) reported operating independently of a national trade union while 11 indicated that they were members.

Figure n°11: Is the players' association a member of a national trade union in the country?



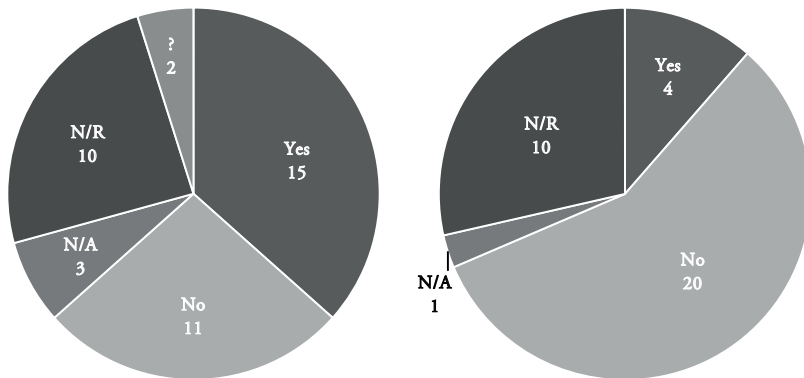
Having broadly outlined the state regulatory context that influences on the football stakeholders, we move to an examination of the different types of instruments used to manage the player-employer relationship: affiliation, collaborative agreements, CBAs, minimum requirements and dispute resolution.

2. National association and league relations with players' associations - Affiliation

Beginning with institutional affiliation, we asked NAs and leagues to list the players' associations active in their country and to state whether they were affiliated. As mentioned above, the NAs and leagues listed a total of 38 different players' associations. The aggregate results are shown below and the full list follows. N/A (not applicable) refers to cases where the NA or league did

not report any players' association, while N/R (no response) means that no questionnaire was returned from that NA or league.

Figure n°12: Is the players' association affiliated to the NA (left) or to the league (right)?



In the sample, NAs are far more likely to recognize players' associations as affiliated to their governing body than leagues. There is no correlation between continents or FIFA men's ranking groups and affiliated players' associations since we find examples of both affiliation and non-affiliation on almost all continents and across the rankings. In regards to leagues, affiliated players' associations appear to be an exception and are found in AFC, CAF and CONCACAF but not in Europe. It must be stated that almost half the European leagues did not return questionnaires, so it is impossible to say with certainty whether leagues not affiliating players' associations is a truly European phenomenon.

Table n°22: Is the Players' Association affiliated to the NA or the league (full list)?

Confederation	Country	Name of Players' Association/Union	Affiliated to NA?	Affiliated to league?
AFC	India	FPAI	No	No
	Indonesia	APPI	N/R	Yes
	Japan	JPFA	Yes	No
	Palestine	PFAP	Unknown	No
	South Korea	FIFPro Korea	Unknown	N/R
CAF	Botswana	FUB	Yes	Yes
	Cameroon	SYNAFOC	N/R	N/R
	Ivory Coast	Groupement d'intérêt des joueurs professionnels	Yes	No
	Kenya	KEFWA	Yes	N/R
	Morocco	Association "Youssef Rossi"	Yes	-
		UMFP	Yes	-
	Namibia	NAFPU	N/R	-
	Nigeria	NANF	N/R	No
		NANPF	N/R	Yes
	South Africa	SAFPU	N/R	No
CONCACAF	Canada	MLSPU	No	No
	Canada - W	Women's National Soccer Team	Yes	No
	Costa Rica	ASOJUPRO	No	No
	Guatemala	AFG	N/R	N/R
	Mexico	Comisión del Jugador	Yes	
	USA	MLSPU	No	Yes
		USMNTPA	No	No
CONMEBOL	Colombia	ACOLFUTPRO	No	No
OFC	New Zealand	NZPFA	Yes	No
UEFA	Croatia	HUNS	No	No
	Denmark	Spillerforeningen	No	N/R
	England	PFA	Yes	N/R
	France	UNFP	Yes	N/R
		CIF	Yes	N/R
	Germany	VDV	Yes	No
	Italy	AIC	Yes	N/R
	Netherlands	VVCS	No	No
		ProProf	No	No
	Norway	NISO	Yes	No
	Romania	AFAN	N/R	No
	Spain	AFE	N/R	No

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

There are a number of interesting cases to highlight from the table. The Gulf countries (UAE and Saudi Arabia) did not report the existence of a players' association. Jamaica was the only other NA not to report an active players' association. In two cases, we know that a players' association exists but did not have a definitive answer regarding its NA affiliation. The Palestinian NA did list the Professional Footballers Association of Palestine (PFAP) while the South Korean NA did not list FIFPro Korea; neither answered the question regarding affiliation. There were only a handful of discrepancies or gaps between information from NAs, leagues and players' associations. There were two countries for which we received no NA questionnaires but where the players' associations did report being represented in the NA: Romania and Spain. The KNVB reported that neither of the two players' associations was affiliated.

Despite non-affiliation or non-representation players' associations still have the ability to be party to agreements which brings us to the next section regarding signed and negotiated agreements between players' associations and football organisations.

3. Collaborative agreements/MoUs

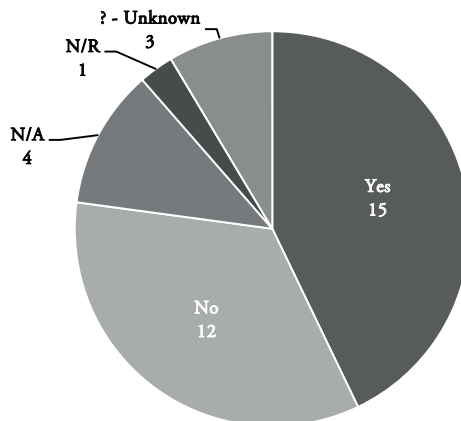
If representation and affiliation have a role to play in the player-management labour relationship, a third key area is that of joint agreements/MoUs and collective bargaining (discussed in the next section). Collaborative agreements/MoUs are not strictly understood here as collective bargaining. If we follow the definition in Black's Law Dictionary, these types of agreements are considered 'letters of intent' and not legally binding.²⁴ In contrast, a CBA is contractually binding and legally enforceable. While CBAs can be also considered as joint agreements, the joint agreements/MoUs referred to here are considered in a broader sense. They can take the form of NA issued directives or joint accords on a specific topic. While this is not a CBA, it is a multi-party agreement that impacts the player-management relationship and does not specifically outline contractual points agreed as a result of negotiation. From the data gathered, CBAs are a part of larger group of collaborative agreements

24 Black's defines the 'letter of intent' in this way: a written statement detailing the preliminary understanding of parties who plan to enter into a contract or some other agreement; a noncommittal writing preliminary to a contract.

and this section reviews the presence of such agreements, what form these agreements take, and a look into the substance.

When looking at the 34 countries for which we have information from the NA, league or players' association (or some combination of the three), we find that a majority of countries (15) reported some form of joint agreement. Four countries do not have a reported players' association (Saudi Arabia, the UAE, Jamaica and Mexico) while the situation in three countries was unclear due lack of responses. For Palestine, the NA listed the PFAP, but it was unclear whether there was a specific joint agreement. Without confirmation from the PFAP, which did not return a questionnaire, we left this as unknown. Similarly, AFG did not report any agreements and without further confirmation from the Guatemalan NA or league, it remains uncertain even if unlikely. The Ivory Coast NA referred to an accord between employers (clubs) and players with a contract for both men and women. However, it is unclear if the answer is actually a collective agreement (no mention is made despite reference to a players' association).

Figure n°13: Countries which reported signing joint agreements between players' associations and other football stakeholders



There were only two cases where the data did not match entirely. In Costa Rica, ASOJUPRO was alone in mentioning a 'Convenio Russia 2018' with FCF to cover national team issues (bonus, travel, expenses, etc.). Neither the FCF nor UNAFUT explicitly referred to this. MLSPU reported no signed agreements while the USSF and MLS both referred to the CBA. Given that

the MLSPU referred numerous times to the CBA, it is probable that it considered 'joint agreements' as separate.

The 'Yes' group covers almost all continents and FIFA ranking groups. CONMEBOL was the only confederation where there was no example, although only two countries in South America returned questionnaires so this could, of course, be possible outside Chile and Colombia. Top ranked nations such as Spain, Colombia and Germany as well as lower ranked countries Canada, New Zealand and Botswana all have some form of joint agreement.

In regards to the 'No' group – the majority of countries with no joint agreements in place – there is similarly no specific correlation across confederations or FIFA ranking groups. Countries from the world over and at all stages of national football development do not have joint agreements. There were examples from Asia, Africa, South America and Europe and even highly ranked countries such as Chile, Colombia and Croatia did not report collaborative agreements.

Within the 'No' group were three countries that provided further information. One of the two players' associations in Nigeria, the NANPF, explained that it is engaged in on ongoing discussions with the League Management Company with a view to outline a CBA covering a host of areas including recognition, player contracts and regulations, principles of freedom of movement, player career path support, match scheduling, club and country issues, grievance procedures, statutory funding from sponsorship and broadcast rights among others. Nothing is signed yet, however. There is a similar situation in Indonesia as the APPI reported that it is working towards an MoU with PSSI and a CBA for the national team as well as with Liga Indonesia. The UMFP in Morocco reported that it did not have signed agreements per se, but that it did participate with the NA and the league in joint endeavours such as policies for insurance and social security cover for former professionals, requiring mandatory medical exams for players, organizing training and coaching courses for active and retired players and creating a youth education programme at clubs.

A look into the details of the variety of signatory parties to these agreements reveals two main partners alongside the players' association: the NA and the league.²⁵ A third group includes associations of clubs – different from the league – which jointly represent the interests of clubs. One last stakeholder present in a handful of cases (France, England and the Netherlands) is

25 It is difficult to establish an exact percentage because some players' associations referred to agreements covering a variety of areas without specifying the total number.

an association representing managers and coaches. A final unique case, from France, also incorporates an association called *Syndicat National des Administratifs et Assimilés du Football* (SNAAF) which represents all administrative and non-technical staff working in football at any level across the country. Another point of note is the specific reference to a national team in these joint agreements which do not only focus on the professional club game. Without discussing CBAs – addressed in the next section – a number of countries reported the presence of specific national team or women's national team agreements.

This brings us to the type of agreement/MoU in place. There are three types of agreements observed across the sample: cooperation agreements, the focused recognition agreement and framework agreements. The first does not rely on any statutory link between the organisations. For example, the VDV in Germany reported having a vast number of these 'cooperation agreements'. This provides for regular meetings with directors of the DFL and the DFB to maintain constant political exchange. Equally, the VDV mentioned common projects in areas such training-camps for out-of-work players, cooperation in education (prevention of match-fixing and apprenticeships as football-coaches), a joint DFB-VDV pension fund, cooperation in sport tribunals and cooperation in the fields of marketing, advertising and communication.

The second type of agreement is simply focused on the official recognition of a players' association by the NA, for example in South Africa, or Namibia where the players' association is officially recognised by the national federation. Other players' associations do not have any such recognition and are fighting to be recognised. This is the case in India or Indonesia, for example.

Finally, some players' associations sign a framework agreement that outlines the 'rules of play', for example, when industrial action can take place, when negotiation happens or when and how mediation and arbitration work. It is not a CBA as such because it does not contractually stipulate all the terms and conditions resulting from negotiation on player contracts or concrete working conditions. An example of this is the 'head agreement' between Spillerforeningen and the Danish league. The JPFA also reported an MoU with the JFA and J.League covering a Labour-Management Council within the federation. This agreement is not a CBA either but only outlines the framework within which the JFA, J.League and JPFA can meet to discuss various points regarding the professional working environment.

In terms of actual substance, these joint agreements/MoUs address different types of issues. Some focus on the national team. For example, both the

Footballers Union of Botswana (FUB) and AIC are involved in joint directives with their respective federations regarding image rights for the Botswana and Italian men's and women's national teams. Similarly, NISO and the NFF jointly established an agreement covering the marketing rights and bonuses for national teams during EURO and World Cup cycles. The second approach to collaborative agreements places the accent on the club professional side. For example, in France, the UNFP reported a variety of joint accords. These cover financial aspects (TV rights distribution) or players' status for 'federal players' in lower divisions. The convention in place in Cameroon, as reported by SYNAFOC, covers issues such as contract length, salary, and insurance.

4. CBAs

Labour relations in football are not only governed by joint collaborative agreements but also by negotiation resulting in a legally binding and enforceable CBA. This section examines the presence (or not) of CBAs in the countries surveyed. While this study does not address the causes which led to the existence (or not) of collective bargaining, it is relevant to introduce some background on the issue before presenting the questionnaire results.

CBAs are often connected to negotiation committees, legal cases and linked to different instruments of labour relations such as strike action or locking out employees. For example, in England collective bargaining is done in the context of the PFNCC which has a long and complicated history as explained by O'Leary (2017, 20-35).²⁶ This body includes representatives from the PFA, the Premier League, the Football League and the FA. The origins of the current committee go back to 1978 and the negotiation of a new transfer compensation system which recognised the right of a player to change clubs at the end of his contract and for his former club to be compensated by his new club.²⁷ This was the result of years of negotiation between the PFA and

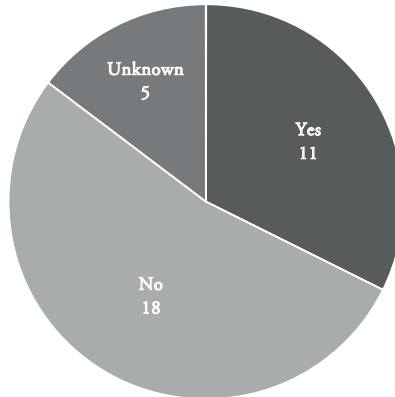
26 For more details on the PFNCC, see Chapter 8 on the Premier League in O'Leary, L., 2017: *Employment and Labour Relations Law in the Premier League, NBA and international Rugby Union*.

27 The situation resulted from the significant changes to professional football following the 1961 abolishment of the maximum wage and the 1963 Eastham case ending the 'retain and transfer' system in place for decades. Subsequent to government inquiry and con-

the Football League and its clubs amidst threatened strike action from the players. Thus, collective bargaining is directly connected to specific instruments such as negotiation committees and even the threat of a labour strike.

Returning to the current situation, we asked NAs, leagues and players' associations whether they were party to a CBA in their country both on the men's and women's side. In the 29 countries for which we have consolidated information, the majority do not have a CBA; though there are five additional countries where the situation is unknown due to unreturned questionnaires. For countries where no information was available or only partial and inconclusive (e.g. a 'No' from one of the three bodies), we indicated the situation as 'Unknown'.

Figure n°14: Countries which reported a CBA (men)



demning reports, the Committee for Industrial Relations recommended that the Football League and the PFA negotiate changes to the transfer and compensation agreement. After several years of negotiation and amidst strike threats by the PFA, a new agreement was outlined in 1978. See Braham Dabscheck, 'Beating the off-side trap: the case of the Professional Footballer's Association', *Industrial Relations Journal*, 17 (4), 51-61.

While they are not the definitive majority instrument in place, CBAs are found across all FIFA ranking groups and in all confederations except CON-MEBOL.²⁸ In the 18 countries without a CBA, we do find, however, examples of joint agreements mentioned in the prior section (Japan, Botswana, Costa Rica and Germany).

The French *Charte du Football Professionnel* – a charter signed by the FFF, LFP, UNFP, UCFP (the association of professional clubs) and UNECATEF (the national union of coaches and trainers) acts as a broad ranging convention. It is a wide ranging CBA that covers topics such as disciplinary, players' status, the status of coaches and academies. The CBA in the Netherlands includes a 'standard contract' as a appendix.²⁹ It is a 'minimum CBA' meaning that clubs and players may agree to terms and conditions that are more favourable for the players as long as the minimum standards of the CBA have been met.³⁰

The case in Morocco is more difficult to qualify. The NA reported the existence of a CBA but only in regards to health insurance for national team players and their families. Since the UMFP explicitly stated that there was no CBA in place for the national team, we considered Morocco as a 'No'.

Within the 'Yes' countries, only a few CBAs include men's national team players (4). This includes the USA and New Zealand where the national team CBA is negotiated by a dedicated players' association (USMNSTPA and the NZPFA). In Denmark, it is the Spillerforeningen which not only oversees the league CBA but also a special agreement for the men's, women's and the men's U21 national teams. Among the countries with a CBA, but which does not include the men's national team, we find Norway and the MLSPU where the CBA is with the league; the country has a separate agreement for their national team players. In Norway, NISO signs a four-year agreement covering the marketing rights for national team players for each UEFA EURO and FIFA World Cup.

28 We received no questionnaire from Australia which is why they are not listed in the table. However, FFA publicly announced a new CBA in November 2015 covering a new four-year cycle for the A-League and both national teams. See: <http://www.footballaustralia.com.au/article/ffa-and-pfa-announce-a-new-cba-to-drive-football-growth/3rma6e0ievtu1kieff8a6t3sp> (last consultation 17 January 2017).

29 The CBA is available publicly on the FBO website. See: <http://www.fbo.nl/fbo09321602/caos-3/> (last consultation 25 September 2016).

30 For more details on the Dutch CBA, see <https://www.lawinsport.com/articles/item/how-collective-bargaining-benefits-footballers-the-new-dutch-football-cba> (last consultation 14 January 2017).

Table n°23: Existence of a Collective Bargaining Agreement (men)

Confederation	Country	Name of Players' Association/Union	CBA	National Team included?
AFC	India	FPAI	No	No
	Indonesia	APPI	No	N/R
	Japan	JPFA	No	No
	Palestine	PFAP	No	No
	South Korea	FIFPro Korea	No	Unknown
CAF	Botswana	FUB	No	No
	Cameroon	SYNAFOC	Unknown	N/R
	Ivory Coast	Groupeement d'intérêt des joueurs	Unknown	No
	Kenya	KEFWA	No	No
	Morocco	UMFP	No	No
	Namibia	NAFPU	Unknown	N/R
	Nigeria	NANF	Unknown	No
		NANPF	No	No
	South Africa	SAFPU	Yes	N/R
CONCACAF	Canada	MLSPU	Yes	No
	Costa Rica	ASOJUPRO	No	No
	Guatemala	AFG	Unknown	N/R
	Mexico	Comisión del Jugador	No	No
	USA	MLSPU	Yes	No
		USMNSTPA	Yes	Yes
CONMEBOL	Chile	SIFUP	No	N/R
	Colombia	ACOLFUTPRO	No	No
OFC	New Zealand	NZPFA	Yes	Yes
UEFA	Croatia	HUNS	No	No
	Denmark	Spillerforeningen	Yes	Yes
	England	PFA	Yes	No
	France	UNFP	Yes	Yes
	Germany	VDV	No	No
	Italy	AIC	Yes	No
	Netherlands	VVCS	Yes	No
	Norway	NISO	Yes	No
	Romania	AFAN	No	N/R
	Spain	AFE	Yes	N/R

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

On the women's side, there is little collective bargaining in the countries surveyed. The five countries where there is a CBA are the USA, New Zealand, England, France and Norway. In New Zealand and England, the national players' association negotiates the CBA on behalf of the women's national team, while in the USA it is not done by the MLSPU but rather by an association dedicated only to the women's national team. In contrast, the Norwegian and French CBAs apply to the working conditions for professionals and are part of a more general sports agreement negotiated by NISO for Norway and under the *Convention Collective Nationale du Sport* (CCNS) in France.

There were 19 countries that reported no CBA for women and another 9 in which the situation remains unknown. While the FIF reported 'Yes', because it did not report any numbers of professional players or clubs and since we did not have information from the Ivorian players' association, we deemed this to be 'Unknown'. Among the declared 'No' countries, we do find some powerhouse nations in women's football (seven countries in the top ten of the FIFA ranking). Two other countries without CBAs nonetheless reported some specific agreements or details about the situation of players. For example, CSA explained that while there was no CBA, there was a detailed contractual framework for Canadian women's players which covered those who play in the national team and in the NWSL.

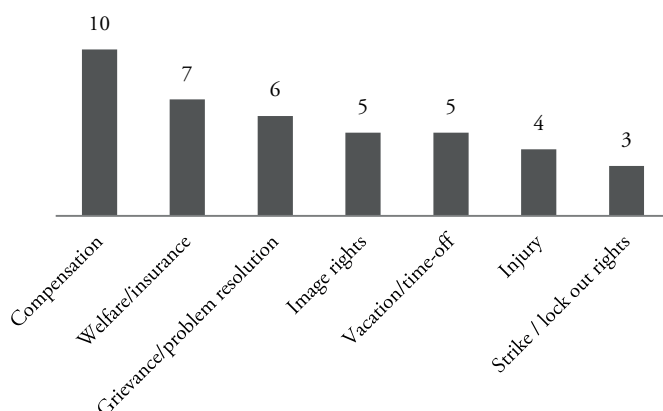
Table n°24: Existence of a Collective Bargaining Agreement (women)

Confederation	Country	Name of Players' Association/Union	CBA	National Team included?
AFC	India	FPAI	No	No
	Indonesia	APPI	N/R	N/R
	Japan	JPFA	No	No
	Palestine	PFAP	No	No
	South Korea	FIFPro Korea	Unknown	Unknown
CAF	Botswana	FUB	No	No
	Cameroon	SYNAFOC	Unknown	N/R
	Ivory Coast	Groupe ment d'intérêt des joueurs	Unknown	N/R
	Kenya	KEFWA	No	No
	Morocco	UMFP	No	No
	Namibia	NAFPU	Unknown	N/R
	Nigeria	NANF	Unknown	N/R
		NANPF	No	No
	South Africa	SAFPU	Unknown	N/R
CONCACAF	Canada	Women's National Soccer Team	No	No
	Costa Rica	ASOJUPRO	No	No
	Guatemala	AFG	Unknown	N/R
	Mexico	Comisión del Jugador	No	No
	USA	USWNSTPA	Yes	Yes
CONMEBOL	Chile	SIFUP	No	N/R
	Colombia	ACOLFUTPRO	No	No
OFC	New Zealand	NZPFA	Yes	Yes
UEFA	Croatia	HUNS	No	No
	Denmark	Spillerforeningen	No	No
	England	PEA	Yes	Yes
	France	UNFP	Yes	No
	Germany	VDV	No	No
	Italy	AIC	No	No
	Netherlands	VVCS	No	No
	Norway	NISO	Yes	No
	Romania	AFAN	Unknown	N/R
	Spain	AFE	No	No

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211, in black: Not ranked)

The content of the CBA as reported by the players' associations, NAs and leagues varies from one country to the next. There are, however, a number of common features. Interestingly, the content includes topics also covered by some collaborative agreements, as seen earlier. Beginning on the women's side, the most common features in the CBA pertain to compensation and salary (5), followed by image rights (4), welfare/insurance provision (3) and grievance or dispute resolution provisions (2). In regards to men, there are several common points shared with the women as displayed in the table below.

Figure n°15: Most common features reported in a CBA (men)



These were not the only provisions listed and depending on the country, other topics mentioned were: draft regulations, loans and transfer rules, non-discrimination clauses, drug testing, ticket allocations, post-career/life after football, anti-corruption and betting and player training and education provisions.

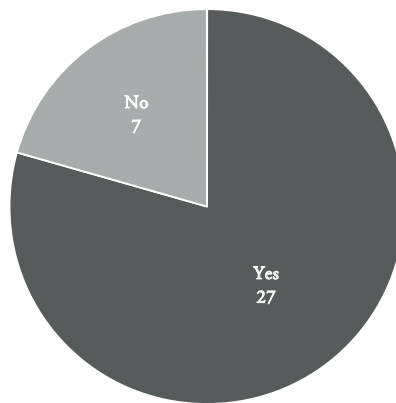
5. Players' contracts

After having explored the CBA as a means for collective negotiation in professional football, we move to the individual contractual environment. This section examines several areas around the professional player contract: whether

there is a standard contract in the country, in general who are the parties to such a contract, which organisation players sign a contract with, and, finally, national team contractual issues. Similar to the above sections, the data here is consolidated from information received from NAs, leagues and players' associations.

On the men's side, the vast majority of the 34 countries for which we received information do have a standard contract in place.

Figure n°16: Is there a standard player's contract in the country? (men)



The standard contract is found on all continents and across all FIFA ranking groups, though it must be said that the 'No' group is also well spread and includes highly ranked Colombia and Mexico as well as Ivory Coast and India. Only Europe provided a 'Yes' across all ten countries surveyed. The only country with a discrepancy is Costa Rica where the league indicated there was a standard contract while both the NA and the players' association both reported 'No'. UNAFUT noted that it is the clubs which provide a standard contract; this may be why the players' association and NA did not indicate a league-wide or association-wide standard.

In Nigeria, the two players' associations responded differently with NANF stating the existence of standard contract while the NFF and NPL-recognised NANPF did not list one. Since the league reported 'Yes', Nigeria is listed as having a standard contract. Lastly on the 'Yes' side, the USSF stated 'No', but both the MLSPU and the USMNSTPA reported 'Yes', the first covering

league professionals and the second national team players. We chose to list India in the 'No' group because the FPAI indicated that there is a standard contract in place but only for the Indian Super League and not for the I-League. Another country that reported no standard contract is Colombia, but the DIMAYOR did report a document agreed by both the league and ACOLFUTPRO which covers some of the general contractual issues to be addressed.

What exactly does it mean to have a standard contract? This varies across the world. In both Germany and South Africa it is not compulsory to use the standard contract. The German contract is only a sample and there are even different samples for the different divisions. The VDV recommends to members to use the standard one and adapt the contract individually. However, as explained by the VDV, the DFL contract (for Bundesliga / 2. Bundesliga) is complex (30 pages), but the question is how far the single terms are actually implemented in the final player's contract. The NSL also distributes a standard one to South African professional clubs, many of which do use it. According to the league, the SAFPU supports its use.³¹

As far as which organisation is responsible for drafting the standard contract, we find that the most common case is for a mix of parties to be involved, followed by an NA-only responsibility and then the league in approximately one-quarter of cases.³² Players' associations were never listed as the sole drafting party but were reported as co-responsible in around 25% of countries.

The women's side is more ambiguous as the 'No' scenario was observed in 12 countries while ten reported a standard contract in use. However, just as many countries (12) remain in the 'Unknown' category offering little clarity. This is largely due to unreturned NA questionnaires or NAs which left that question unanswered. It could be interpreted in a number of cases that there is almost certainly no standard contract given the other indicators of the women's game (no professional player numbers or other details provided). However, without clear data it is impossible to say.

In the women's data there were two differences between NA and league reported information. In Japan, the NA referred to a standard contract while the Nadeshiko League did not. In the USA, it was the opposite scenario with the NWSL reporting a standard contract but the USSF not. This, however,

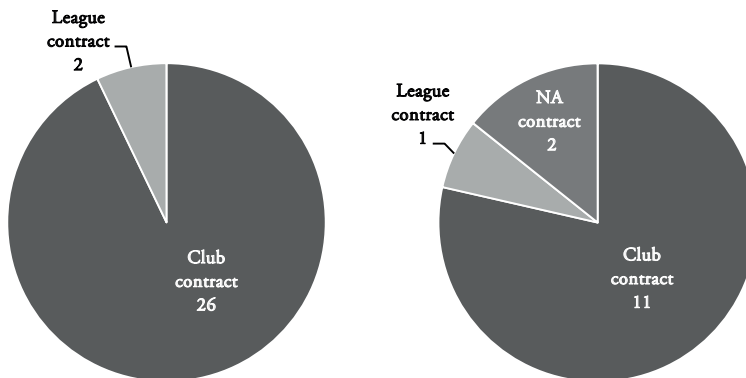
31 As we did not receive a questionnaire from SAFPU, it is not possible to confirm this.

32 The exact numbers are difficult to establish since the NAs, leagues and players' associations did not always report the same bodies as responsible. Therefore, the figures were estimated in a minimum-maximum range to identify the frequency of each scenario.

may only reveal the difficulty in defining what we mean by a contract. Since the Nadeshiko League only listed 13 professional players and its status as 'amateur', it is not surprising that it did not report a standard contract.³³ Few answers were given as to which organisation is responsible. For the ten countries using a standard contract, in three countries the contract is produced by the NA with the others being prepared by a combination of the federation, the league and the players' association.

While it is useful to know if a standard contract exists in a given country, it is equally important to know with which organisation a player signs a contract. In the 30 countries for which we received a questionnaire from either the NA or the league, we can establish a broad picture. On the men's side the situation is unequivocal, players sign contracts with clubs. Of the 30 countries all reported club contracts – save South Korea which did not answer this question and New Zealand whose professionals all play abroad – while only two countries listed the league. Canada and the USA both specified league contracts referring to players in MLS who do not sign with their individual clubs but with the league. No countries reported professionals signing with the NA.

Figure n°17: Professional players sign a contract with which organisation? (men on left, women on right)

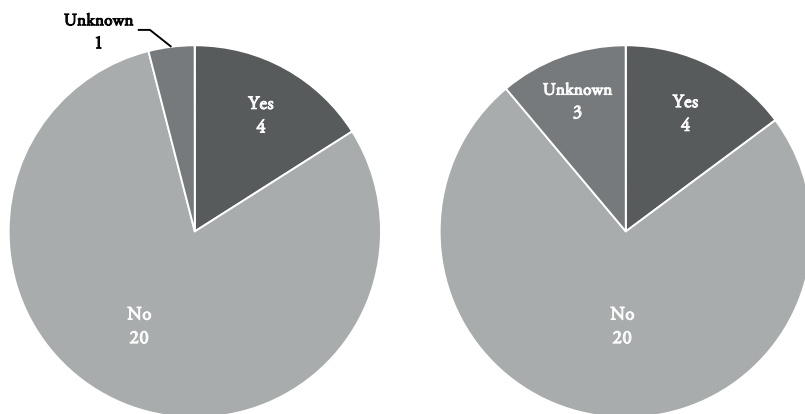


33 The Nadeshiko League reported that agreements exist between the league and women's club and national team players regarding the use of image rights.

The picture on the women's side is a partial one with data for only 13 countries. Again, most players sign with clubs, though there are a few examples of professionals signing with their federation, on national team contracts such as in New Zealand and Canada (the only country reporting both club and NA contracts). NWSL players in the USA sign league contracts. While the JFA only reported club contracts, it did specify that agreements between the NA and women's national team players do exist regarding payment for participation in the national team's activities and for the use of image rights.

The prior paragraphs highlight another key point in the contractual environment around players' associations, NAs and leagues: the role of the national team. We have already seen a number of examples of joint agreements or CBAs covering national teams. However, do the players sign actual contracts while they represent their country? The answer is largely 'No'. Both for men and women, it appears to be the exception to sign a contract while playing for the national team. In Germany and New Zealand, both women and men's national team players sign a contract. This also applies to women players for Canada and England as well as the men's national teams from France and Jamaica.

Figure n°18: Do national team players sign a contract with the NA? (men on left, women on right)



The USSF reported that there was no contract, but the USMNTPA explained that this had been the case in the past.³⁴ Before there was a men's national

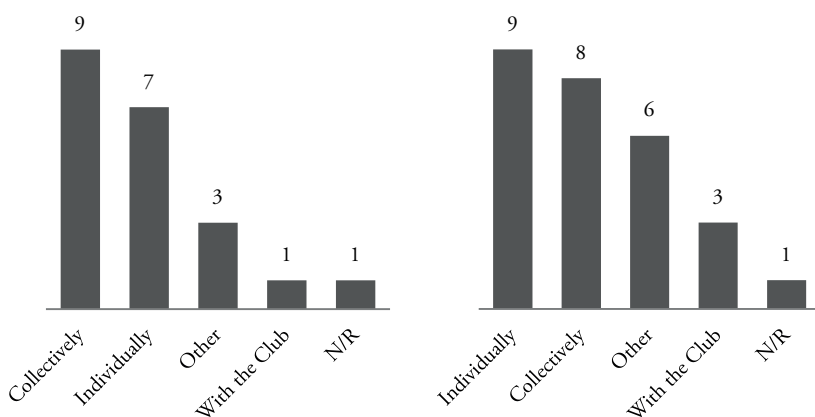
34 Email correspondence with USMNSTPA, 30 August 2016.

team association, the USSF required players to sign a 'uniform player contract' which was drafted unilaterally by the federation. After the CBA was introduced in 1997, the uniform player contract was a starting point in negotiations and a document called the 'uniform player contract' still exists but is no longer used for national team players since everything is governed by the CBA.

If few NAs have their players sign contracts while they represent their national team, then how are the contractual issues (compensation, image rights, etc.) managed? It is interesting here to compare the NA answers with details provided by the players' associations. While most of the data validates across questionnaires, there are several scenarios worth mentioning. Among the cases for which the NA reported that issues were managed individually, most came from countries in which either the players' association did not reply (Botswana and Ivory Coast) or those without an association at all (Saudi Arabia, Mexico and Jamaica). It is unsurprising then, that in countries without a structure in place to collectively represent players, all issues at national team level are dealt with individually by the players themselves.

One inconsistency came from India where the NA reported 'individually', but the FPAI stated that national team issues are managed collectively. Three other NAs replied 'individually': France, England and Germany. In France, the UNFP confirmed that issues were dealt with individually. The PFA reported that image rights and player appearances are agreed individually with players often through discussion with the senior players. For Germany, national team issues are primarily managed between the DFL and the DFB; however, the players are involved in a number of issues including prize money and, similar to England, the captain or senior players negotiate on behalf of the others.

Figure n°19: Management of contractual issues for players selected for the national team (men on left, women on right)



Interestingly, the scenarios for women and men are similar. In an almost equal number of cases, the contractual issues are managed either centrally or individually, though only half the countries are the same. For the others we did not receive answers covering both men and women's national teams. The only difference between the sexes was in Costa Rica (men 'collectively', women 'individually') and Canada (men 'other', women 'collectively'). In several Anglo countries (Canada's women, England women and men), there appears to be a tradition of oral discussion and verbal agreements between a small group of the most senior players and the NA regarding all contractual-type issues. There are also more 'other' options on the men's side. This includes the UAE where these issues are not legally managed at the moment, Kenya, where the NA manages everything and Croatia which has specific regulations governing selection and participation in national teams.

Another point of note is the situation for the US women. The USSF stated that all issues are managed 'collectively'; however, there are in fact different contract terms and players are split into three tiers with different salary conditions.³⁵ So, in contrast to the US men, for whom contracts are all the same

35 While we did not receive a reply from the USWNSTPA, the details of the CBA were released publicly after the court case in which the USSF sued the women's national team in early 2016. See 'Exhibit E' in the legal complaint, *United States Soccer Federation, Inc. v. United States Women's National Soccer Team Players' Association*, US District Court,

under the CBA and there is no individual negotiation for players, within the women's players' association collective bargaining, there are different categories of players - three 'tiers' - resulting in different base salary conditions.

It is worth noting that in some cases, national team issues are managed with the player's club (3 men and 1 women). One final unique example from Colombia illustrates the direct rapport with the NA Executive Committee with whom players address topics such as bonuses and image rights.

6. Contract Minimum Requirements

Following the renegotiation of the FIFA Regulations on the Status and Transfer of Players (RSTP) in 2001, a series of agreements were signed between FIFPro, UEFA and FIFA defining a list of minimum requirements which ought to be negotiated and finalized for every professional footballer's contract. Of course, these were not imposed unilaterally on FIFA members without regard for the existing legal framework. On the contrary, these 'Contract Minimum Requirements' (CMRs) were presented as guidelines and FIFA left it to the parties (clubs and players) to agree on the wording for collective bargaining agreements or individual contracts, subject to national legislation.³⁶ Nonetheless, the groundwork was laid for identifying jointly – governing bodies and players' association representatives – an agreed list of the most important rights and duties for professional players and clubs.

For the research here, then, we used the list of CMRs as a starting point to survey 34 NAs, leagues and players' associations as to which of these provisions feature in a standard contract in their country. A total of 27 clauses considered to be the most recurrent provisions in regulating labour relationships in professional football were examined including both sides. Firstly the player's rights/employer's obligations are surveyed both for men and women's contracts, followed by the employer's rights/player's obligations. Finally, we also included three additional provisions: applicable law, jurisdiction and confidentiality.

Northern District of Illinois, Eastern Division, Case No. 1:16-cv-01923 and news <http://www.starsandstripesfc.com/2016/2/4/10916838/most-interesting-uswnt-cba-collective-bargaining-details> (last consultation 12 September 2016).

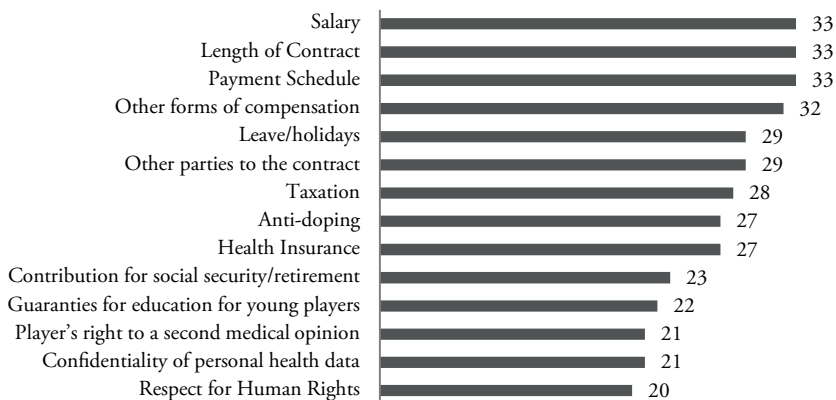
36 FIFA, circular no. 1171, 24 November 2008.

6.1. Player's rights/employer's obligations

The research clearly illustrates several common trends with regards to the most common player's rights that may appear in a professional contract. This section presents a summary chart and then the detailed picture of all countries. The overall analysis allows us to categorize three types of rights on the player's side in both men's and women's contracts: 'universal' (identified in almost all countries surveyed), 'fundamental' (in a large majority) and 'tertiary' (present in some countries).

On the men's side, the 'universal rights' generally included, unsurprisingly, in each of the countries surveyed: the possibility to negotiate one's salary, the length of contract and the payment schedule, all of which are effectively interconnected. The length of contract is obviously connected to the specificity of the sports world, where permanent contracts are not commonplace for professional players. While monetary payments are obviously the base of professional player's contract, other forms of compensation are also a recurring provision with the only exception being Ivory Coast.

Figure n°20: Player's rights/employer's obligations - 34 countries surveyed (men)



The 'fundamental' rights on the men's side cover holidays and leave, taxation, anti-doping, health insurance and the inclusion of other parties to the contract. After the 'universal rights' and 'fundamental rights', another group of what we have called 'tertiary rights' includes aspects such as social security contributions, guarantees for education, the right to a second medical opin-

ion, protection of personal health data and respect for human rights.

In terms of overall analysis, Japan, Morocco, Canada, Costa Rica, USA, Croatia, England, France, Germany, Italy and Romania are the nations where all of the aspects considered here are likely to be included in a professional player's contract. UEFA and CONCACAF each contribute six and three countries respectively, suggesting that these specific rights may be more common in contracts in these regions than compared to others in the world.

In the AFC region, the countries which regulate these aspects the least are Saudi Arabia and South Korea. For the latter, however, it should be noted that the only answer received was from FIFPro Korea, since the Korea Football Association (KFA) did not provide any answers on this. In CAF, there is a significant difference between countries. This is reflected in their respective positions in the FIFA Ranking with countries in the 21-80 ranking group having generally more CMRs in contracts than countries in the lower 81-211 ranking group. In Cameroon, Morocco, Nigeria and South Africa most of the player's rights are an identifiable feature in their professional contracts, whereas in Botswana, Ivory Coast, Kenya and Namibia a number of clauses, mostly tertiary rights, are not usually accounted for in player contracts.

CONCACAF presents an interesting case revealing a contrast between three of the most inclusive countries in terms MCRs and two of the least (Guatemala and Jamaica). In Guatemala, according to AFG (no data came from the NA or league) the contracts for professional players only include what we have termed 'universal rights'. At surface level, CONMEBOL appears to be the confederation with the lowest application of CMRs at least for countries in the top of the FIFA men's ranking. However, ACOFUTPRO explained that neither the NA nor the league require the FIFA CMRs in contracts because all player contracts must follow Colombian labour law.

Of all countries in the top 20 FIFA ranking, Chile is the nation in which the least number of conditions are applied. Finally, with exception to Denmark, the Netherlands, Norway and Spain, every other European country surveyed included all 14 issues in their typical contracts between players and employers. The latter stands out for the paucity of conditions included in comparison to other European countries, where prominent conditions such as holidays and health insurance are not always required in professional contracts. However, it should be noted that some of these provisions are part and parcel of the *Convenio Colectivo*.³⁷

37 See articles 7-11 of the Convenio Colectivo between AFE and Liga Nacional de Fútbol Profesional.

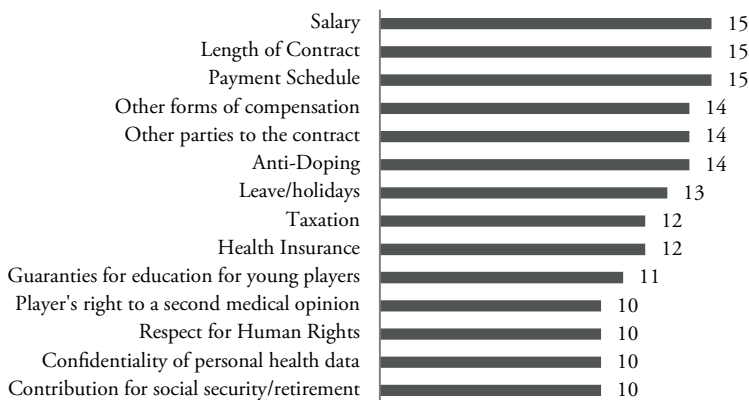
Table n°25: Player's rights/employer's obligations that may be included in a professional player contract (men)

Confederation	Country	Salary	Length of contract	Other forms of compensation	Payment schedule	Other parties to the contract	Health insurance	Contribution for social security	Guaranties for young players' education	Taxation	Leave/holidays	Confidentiality of personal health data	Respect for human rights	Anti-doping	Player's right to a 2 nd medical opinion
AFC	India	X	X	X	X	X	X		X	X	X	X	X	X	X
	Indonesia	X	X	X	X	X	X	X	X	X	X		X	X	X
	Japan	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Saudi Arabia	X	X	X	X	X	X			X	X	X			
	South Korea	X	X	X	X	X	X			X					
	UAE	X	X	X	X		X	X	X	X	X	X	X	X	
CAF	Botswana	X	X	X	X					X	X				
	Cameroon	X	X	X	X	X	X	X	X		X		X	X	
	Ivory Coast	X	X		X	X	X		X						
	Kenya	X	X	X	X	X				X	X				
	Morocco	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Namibia	X	X	X	X	X				X					
	Nigeria	X	X	X	X	X	X	X		X	X	X	X	X	X
	South Africa	X	X	X	X	X	X			X	X	X		X	
CONCACAF	Canada	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Costa Rica	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Guatemala	X	X	X	X										
	Jamaica	X	X	X	X		X			X				X	X
	Mexico	X	X	X	X	X	X		X	X	X	X	X	X	X
	USA	X	X	X	X	X	X	X	X	X	X	X	X	X	X
CONMEBOL	Chile	X	X	X	X	X		X			X			X	
	Colombia	X	X	X	X	X	X	X		X	X	X		X	
OFC	New Zealand	X	X	X	X	X	X	X	X	X	X	X	X	X	
UEFA	Croatia	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Denmark	X	X	X	X	X	X	X	X		X			X	
	England	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	France	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Germany	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Italy	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Netherlands	X	X	X	X	X	X	X	X	X	X		X	X	X
	Norway	X	X	X	X	X	X	X	X	X	X			X	X
	Romania	X	X	X	X	X		X	X	X	X	X	X	X	X
	Spain	X	X	X	X	X		X		X		X		X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Taking a closer look at women's football, only 15 of the 34 countries surveyed gave a definitive answer about players' rights in a professional contract, again reinforcing the idea that there is a limited professional environment for women players. Indeed, the data here should be taken with the same caution as the initial numbers of professional players and clubs outlined at the beginning. Given that data was not available for 19 nations (no response), the sample illustrated below represents a smaller selection of surveyed countries. This explains a lower total of occurrences observed in terms of the number of clauses included in a standard player contract. Nonetheless, as in the case for the men's side, it is possible to identify the same set of 'universal rights' being salary, length of contract, payment schedule and other forms of compensation.

Figure n°21: Player's rights/employer's obligations - 34 countries surveyed (women)



The inclusion of other parties to the contract and anti-doping provisions are also among the most common clauses included in women's players' contracts identified across the six confederations. 'Fundamental rights' here include holidays, taxation and health insurance while another group of 'tertiary rights' comprises the contributions for social security, the guaranties for education, the right to a second medical opinion, the protection of personal health data and the respect for human rights.

Table n°26: Player's rights/employer's obligations that may be included in a professional player contract (women)

Confederation	Country	Salary	Length of contract	Other forms of compensation	Payment schedule	Other parties to the contract	Health insurance	Contribution for social security	Guarantees for young players' education	Taxation	Leave/holidays	Confidentiality of personal health data	Respect for human rights	Anti-doping	Player's right to a 2 nd medical opinion
AFC	Japan	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	South Korea	X	X	X	X	X	X			X	X	X		X	
CAF	Ivory Coast	X	X		X	X	X		X						
	Morocco	X	X	X	X	X	X		X		X		X	X	X
CONCACAF	USA	X	X	X	X	X	X	X		X	X	X	X	X	
OFC	New Zealand	X	X	X	X	X	X	X	X	X	X	X	X	X	
UEFA	Croatia	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Denmark	X	X	X	X	X			X		X			X	X
	England	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	France	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Germany	X	X	X	X	X	X	X		X	X	X	X	X	X
	Netherlands	X	X	X	X	X	X	X	X	X	X		X	X	X
	Norway	X	X	X	X	X	X	X	X	X	X			X	X
	Romania	X	X	X	X	X		X	X	X	X	X	X	X	X
	Spain	X	X	X	X					X		X		X	

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Unsurprisingly, all the countries that provided data on how they regulate the labour relationship between women players and employers pertain to either countries ranked 1-20 or 21-80 in the FIFA Ranking, confirming the strong relation that lies between sporting results and the level of structural organization and especially professionalization.

UEFA is the most strongly represented, as 60% of the overall nations that provided responses came from Europe. On a national level, Japan, Croatia, England, and France are the ones that offer the possibility to negotiate all the conditions mentioned. In the USA - the country that occupied the top spot in the FIFA Women's Ranking until March 2017 when it dropped one position – professional women players are protected by a contract which is quite comprehensive; only the guarantees for education and training and the right to a second medical opinion do not automatically figure. It should be

noted, however, that most women professionals in the USA come through the university football system and turn professional often only after completing university education, something which may also delay professionalism.³⁸

Among the countries studied, Italy is the only one in Europe that does not have professional player contracts for women. On a continental level, Spain and Denmark are the cases where contracts are the least comprehensive. For Spain, it is not the same reason as mentioned earlier for the men as the detailed *Convenio Colectivo* does not apply to the women's game. Therefore, some 'fundamental rights' may not necessarily be included in a contract such as health insurance in Denmark or holidays and other parties clauses which are absent in contracts in Spain.

Thus, 'universal rights' in a professional player's contract can be identified as salary, the length of contract, the payment schedule and other forms of compensation. A second set of 'fundamental rights' which are frequently incorporated in the negotiations incorporates provisions such as players' holidays and leave, taxation, anti-doping, health insurance and the inclusion of other parties to the contract. Finally, 'tertiary' rights cover social security contributions, guarantees for education, the right to a second medical opinion, protection of personal health data and respect for human rights.

6.2. Employer's rights/player's obligations

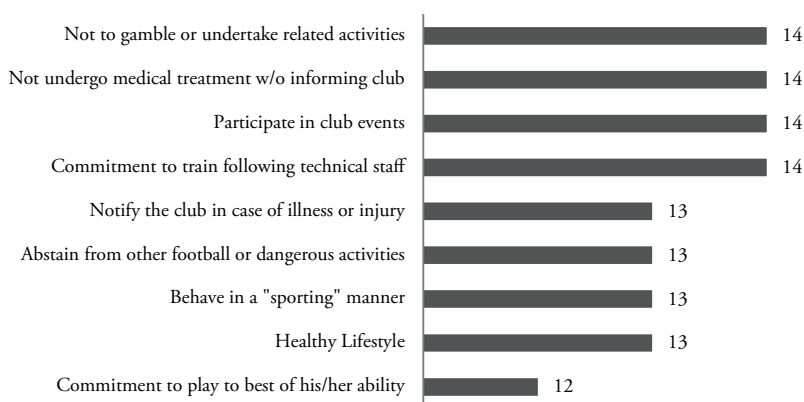
Moving away from player rights, there are ten clauses that were studied across 34 countries on the side of the employers. The results here do not identify any clear 'universal rights' for employers in the men or women's game. However, a number of 'fundamental rights' and 'tertiary rights' for employers are evident on the men's side. We begin this time with the women and then move to men.

As is the case for player's rights, employer's rights for women players are less regulated by a contractual relationship reflecting once again the absence of women professional players and/or professional contractual relations across the world. Out of the 34 countries surveyed only 14 provided an answer about the inclusion of such conditions. This limited response group makes it

38 To wit, the *CIES Football Observatory Monthly Report n° 26* noted that NWSL players are on average older than those in four other major European leagues. However, the argument may also be that the league draws the most experienced players thereby increasing the average age.

difficult to observe a clear separation between universal, fundamental and tertiary rights. Once again, nearly all the replies received come from countries in the top 80 in the FIFA Women's ranking, with 79% pertaining to countries in the top 20. While we observe a similar bias - the fact that the data comes from countries in the top ranking groups which are the only ones to regulate professional contracts for women - this presents for a rather homogeneous result at a national level. The commitment for a player to play to the best of her abilities is the least common clause and may not be included in the contracts in Denmark and Romania.

Figure n°22: Employer's rights/player's obligations - 34 countries surveyed (women)



The full list appears in Table 27 to the right. KEFWA provided only two answers - 'not to undergo medical treatment without informing the club' and 'not gambling' - but as these were the only provisions selected for women's contracts, they were not considered in the table.

Table n°27: Employer's rights/Player's obligations that may be included in a professional player contract (women)

Confederation	Country	Commitment to play to best of his/her ability	Commitment to train following technical staff	Healthy lifestyle	Participate in club events	Obey club rules	Behave in a "sporting" manner	Abstain from other football or dangerous activities	Notify the club in case of illness or injury	Not to undergo medical treatment w/o informing club	Not to gamble or undertake related activities
AFC	Japan	X	X	X	X	X	X	X	X	X	X
	South Korea	X	X	X	X	X	X	X	X	X	X
	Morocco	X	X	X	X	X	X	X	X	X	X
CONCACAF	USA	X	X	X	X	X	X	X	X	X	X
OFC	New Zealand	X	X	X	X	X	X	X	X	X	X
UEFA	Croatia	X	X	X	X	X	X	X	X	X	X
	Denmark		X	X	X	X	X		X	X	X
	England	X	X	X	X	X	X	X	X	X	X
	France	X	X	X	X	X	X	X	X	X	X
	Germany	X	X	X	X	X	X	X	X	X	X
	Netherlands	X	X	X	X		X	X		X	X
	Norway	X	X		X	X	X	X	X	X	X
	Romania		X	X	X	X	X	X	X	X	X
	Spain	X	X	X	X	X		X	X	X	X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Moving to the men's side, there is more data available, however, it is not necessarily easier to identify three groups of rights in the same as for the previously mentioned player's rights/employer's obligations. Of the countries surveyed, the Palestinian FA and the FIF did not provide information and therefore have not been included in the analysis. Furthermore, similar to the section on players' rights, South Korea is considered based only on the data provided by FIFPro Korea.

As seen in Figure 23, a group of six different rights could be categorized as 'fundamental': the obligation for the player to abstain from other football or potentially dangerous activities, to train and prepare following the technical staff, to obey to club rules and participate in club events, to play to best of his ability, to notify the club in case of illness or injury and behave in a 'sporting' manner. The 'tertiary rights' here could include the obligation for the player to not undergo medical treatment without informing the club doctor, not to gamble or undertake related activities and to live a healthy lifestyle.

Figure n°23: Employer's rights/player's obligations - 34 countries surveyed (men)



In the case of employer's rights, the situation around the world follows a more homogeneous pattern. In most of the countries in fact, a large majority of the terms are included in the drafting of a professional player's contract, indicating that the level of protection from the side of the employer is rather high in comparison to that afforded to the players.

There are, however, a few exceptions that stand out in comparison among the countries. In South Korea, the players' association stated that the only obligation that may be officially regulated is for the player to abstain from other football or potentially dangerous activity. In Guatemala, AFG described a simple contract that may involve the commitment for the player to play to the best of his ability, train and prepare following technical staff, and to participate in club events.

In Chile there are only four conditions that generally figure officially on a contract: the commitment to train and prepare following the technical staff; obey club rules; behave in a sporting manner; and abstain from other football and potentially dangerous activities. Similar to the player's rights discussed above, all CMRs regarding employers' rights appear to be regulated in most of the European countries surveyed. Denmark, Italy and Norway represent the exceptions, each country leaving out a different clause in the drafting of a contract.

Table n°28: Employer's rights/Player's obligations that may be included in a professional player contract (men)

Confederation	Country	Commitment to play to best of his/her ability	Commitment to train following technical staff	Healthy lifestyle	Participate in club events	Obey club rules	Behave in a "sporting" manner	Abstain from other football or dangerous activities	Notify the club in case of illness or injury	Not to undergo medical treatment w/o informing club	Not to gamble or undertake related activities
AFC	India	X	X	X	X	X	X	X	X	X	X
	Indonesia	X	X	X	X	X	X	X	X	X	X
	Japan	X	X	X	X	X	X	X	X	X	X
	Saudi Arabia	X	X	X	X	X	X	X	X		X
	South Korea							X			
	UAE	X	X	X	X	X	X	X	X	X	X
CAF	Botswana	X	X		X	X	X	X	X		
	Cameroon	X	X	X	X	X	X	X	X	X	X
	Kenya	X	X	X	X	X	X	X	X		X
	Morocco	X	X	X	X	X	X	X	X	X	X
	Namibia	X	X		X	X	X	X	X	X	
	Nigeria	X	X	X	X	X	X	X	X	X	X
	South Africa	X	X	X	X	X	X	X	X	X	X
CONCACAF	Canada	X	X	X	X	X	X	X	X	X	X
	Costa Rica	X	X	X	X	X	X	X	X	X	X
	Guatemala	X	X		X						
	Jamaica	X	X	X	X	X	X	X	X	X	X
	Mexico	X	X		X	X	X	X	X	X	
	USA	X	X	X	X	X	X	X	X	X	X
CONMEBOL	Chile		X			X	X	X			
	Colombia	X	X		X	X	X	X	X	X	
OFC	New Zealand	X	X	X	X	X	X	X	X	X	X
UEFA	Croatia	X	X	X	X	X	X	X	X	X	X
	Denmark		X	X	X	X	X	X	X	X	X
	England	X	X	X	X	X	X	X	X	X	X
	France	X	X	X	X	X	X	X	X	X	X
	Germany	X	X	X	X	X	X	X	X	X	X
	Italy	X	X	X	X	X		X	X	X	X
	Netherlands	X	X	X	X	X	X	X	X	X	X
	Norway	X	X		X	X	X	X	X	X	X
	Romania	X	X	X	X	X	X	X	X	X	X
	Spain	X	X	X	X	X	X	X	X	X	X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

Considering the players' and employers' rights as a whole, we observe several categories of rights, 'universal' ones (generally limited to the men's game and on the players' rights side), 'fundamental rights' (evident in the vast majority of countries), and less common 'tertiary rights'. Furthermore, we note a strong European reliance on these clauses (not surprising since the CMR concept originated in Europe). Players' and employers' rights on the women's side are fewer but also omnipresent in Europe. In sum, if a country regulates this labour relationship in a professional player contract, generally it is highly regulated and the contract includes a plethora of conditions.

7. Dispute resolution and procedures

The balance between rights and obligations and the interests of labour and management can, in some cases, lead to a dispute. In such cases there is generally an outlined procedure to follow. Disputes can exist between a professional and his or her employer (club, league or NA) or between a national team player and the national federation. For the 30 countries surveyed and which provided information, there are a variety of practices. First we look at the professional player-club scenario followed by the situation for national teams.

The most common procedure in place (12) involves the NA either as the principal locus for dispute resolution or as part of a multiple-step process. However, in nine countries it was reported that ordinary courts play a role, either as an option in at least five countries, or as the primary forum. In regards to the choice of procedure, the Romanian league, for example, explained that there is an option, but most cases go to the NDRC because they are more expedient than ordinary courts. The NDRC was explicitly mentioned in five countries, though it may exist in others since not all NAs or leagues provided full details of the procedure but only referred generally to national federation arbitration. Equally, only a few countries mentioned the entire procedure up to CAS, so for purposes of consistency the below table only displays the national levels or first instances of dispute resolution. We do not address the FIFA DRC, for example, since the Regulations on Status and Transfer of Players (art. 22) essentially define the competence of the DRC to disputes of an international character.

Table n°29: Dispute resolution procedure between a professional player and his/her employer

Confederation	Country	Dispute Procedure (level -> to next level)
AFC	India	Local association -> NA -> FIFA --or-- Ordinary court
	Indonesia	National arbitration tribunal
	Japan	League
	Palestine	NA -> NDRC
	Saudi Arabia	NDRC
	South Korea	League -> NA
	UAE	NDRC
CAF	Botswana	Civil court -- or -- NA
	Ivory Coast	NA
	Kenya	League -> NA
	Morocco	NA
	Nigeria	NA -> NDRC
CONCACAF	South Africa	League
	Canada	League -> Independent arbitration
	Costa Rica	NDRC -- or -- Ordinary court
	Jamaica	NA -> NA arbitration
	Mexico	Independent arbitration
CONMEBOL	USA	League -> Independent arbitration
	Colombia	Ordinary court
OFC	New Zealand	N/A
UEFA	Croatia	NA
	Denmark	NA -- or -- Ordinary court
	England	Club -> League
	France	League -> Ordinary court
	Germany	Ordinary court
	Italy	League
	Netherlands	NA arbitration
	Norway	NA -> arbitration
	Romania	NDRC -- or -- Ordinary court
	Spain	NDRC -- or -- Ordinary court

Several points are worth highlighting in the table above. We did not sort the table by FIFA men's or women's ranking as the procedures apply to all players. The only minor difference reported in the procedures was in the Netherlands where the KNVB reported that disputes go to independent arbitration while the FBO stated that the procedure went through NA arbitration; however, this may be one and the same process. In Indonesia it was unclear whether the 'national arbitration tribunal' was inside the NA or was an independent or state body. The JFA and J.League reported that disputes could either go to the NA or the league, but for professionals cases go to the league. The Nadeshiko league was the only women's league which specified a procedure stating that disputes go the NA and then if not resolved to CAS.

The UAEFA explained that the country was in the process of setting up the Emirates Centre of Arbitration for Sports. The NSL indicated that South African courts maintain a supervisory role and intervene if disputes are not managed by the league in an appropriate manner. Finally, New Zealand is listed as 'Not applicable' because all professionals play abroad.

Other countries have mixed routes. Botswana, answered that generally disputes go to the District Labour Office and that the FUB intervenes on behalf of the player. If arbitration fails, then the parties go to the Industrial Court. However, the NA also mentioned that when players are members of FUB (it is unclear whether FUB only represents some professionals and not others), they would then take up the case with FIFPro or at the FIFA DRC. This option between ordinary justice/arbitration and going through football bodies is perhaps a reality, although the fact that the Botswana NA's statutes clearly stipulate the contrary - that all members clubs, players, or officials will not take disputes to ordinary courts and must accept NA, FIFA and CAS jurisdiction (article 17.2).

Indeed, sometimes the nature of the dispute, the sports federation regulations or the national legislation can also condition which procedure to follow. In Spain, strictly sporting issues can be resolved within the NA in the joint players' association-league *Comisión Mixta*, while civil or labour related disputes must go before an ordinary court.³⁹ Some countries forbid sport labour disputes to be resolved through arbitration and requires them to go to state courts. This is the case, for example, in France where arbitration decisions on employment disputes are not completely enforceable; this is why the *Charte* requires these disputes to go through the state courts (Marmayou: 2014, 170). On the other hand, two countries explicitly forbid the recourse to ordinary courts – Ivory Coast and Jamaica – with the latter going as far as stating a potential life ban on players who go the normal court route.

Turning to disputes between national team players and their national federation, unsurprisingly, the NA is the primary forum for resolving issues. It is worth noting, however, that the national government was listed in two cases: Botswana and New Zealand. In the former, the National Sports Commission or Government would hear the dispute if at the NA level it is not resolved. Based on the CBA for New Zealand national team players, all disputes are first dealt with internally through conciliation and negotiation; however, if it remains unresolved, then the parties can refer to the Employment Relations

39 The composition and prerogatives of the *Comisión Mixta* are detailed in the *Convenio Colectivo* between AFE and Liga Nacional de Fútbol Profesional (see Annex IV, art. 9).

Authority, a government agency dedicated for solving employment problems. As with the prior table, this one below only displays the national levels or first instances of dispute resolution and all references to CAS as a later stage in the procedure were removed. Once again, there is no reference to FIFA women's or men's rankings.

Table n°30: Dispute resolution procedure between a national team player and his/her NA

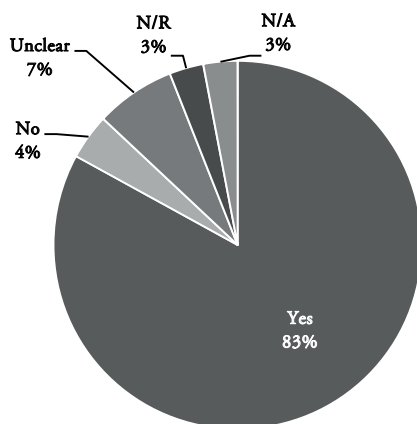
Confederation	Country	Dispute Procedure (level -> to next level)
AFC	India	NA
	Japan	N/R
	Palestine	NA -> National sport arbitration
	Saudi Arabia	NDRC
	South Korea	NDRC
	UAE	N/A
CAF	Botswana	NA -> Government
	Ivory Coast	NA
	Kenya	NA
	Morocco	NA
CONCACAF	Canada	NA -> National Sport arbitration
	Costa Rica	N/A
	Jamaica	NA -> NA arbitration
	Mexico	CAS
	USA	Independent arbitration
CONMEBOL	Colombia	NA
OFC	New Zealand	Government
UEFA	Croatia	NA arbitration
	Denmark	NA arbitration -- or -- Ordinary court
	England	N/R
	France	NA -> Ordinary court
	Germany	NA -- or -- Independent arbitration -- or -- Ordinary court
	Italy	Independent arbitration -- or -- NA
	Netherlands	Ordinary court
	Norway	Independent arbitration

Ordinary courts are used, although less frequently than for professional player related disputes. The NDRC was explicitly mentioned in two countries. This is somewhat surprising, however, as the NDRC is generally used for employment disputes between clubs and players and the FIFA standard NDRC regulations do not provide specifics on disputes between national team players and their NA.

Alongside the right to have disputes heard and resolved, the question of the player's right to appeal is essential. In asking whether a player has a right to appeal decisions or sanctions imposed by his or her employer (club, league

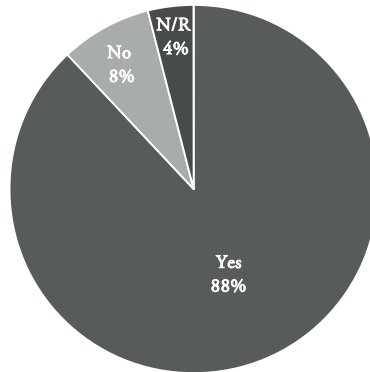
or association depending on the case), 22 NAs reported 'Yes'. As New Zealand does not have any professionals playing domestically, this was left blank. Two other NAs did not answer the question: Japan and Norway. There was only one discrepancy, between the KNVB and the FBO, the former reporting 'Yes', the latter 'No'. While the JFA did not answer, the Nadeshiko League did report that an appeal is possible. On the men's league side, the situation was not as uniform. Aside from the FBO, the Liga Indonesia and J.League also reported 'No'; therefore, we considered Japan as 'Unclear'. Overall, the picture is a majority 'Yes' across the 30 countries analysed.

Figure n°24: Does the player have the right to appeal decisions/sanctions imposed by his/her club (or league)?



On the national team side, we asked a similar question to NAs as to whether a player has the right to appeal decisions or sanctions imposed by his or her NA (when the player is in the national team). Again, similar to the professional player, a national team player in most countries has a right to appeal. The only countries that reported 'No' were Norway and the UAE. The UAEFA explained there have not been any cases yet, but the legal department is currently looking into a potential amendment to national team regulations whereby jurisdiction for disciplinary cases regarding national team players would be heard by the Disciplinary Committee and any appeal would go to the Appeals Committee.

Figure n°25: Does a national team player have the right to appeal decisions/sanctions imposed by his/her national association?



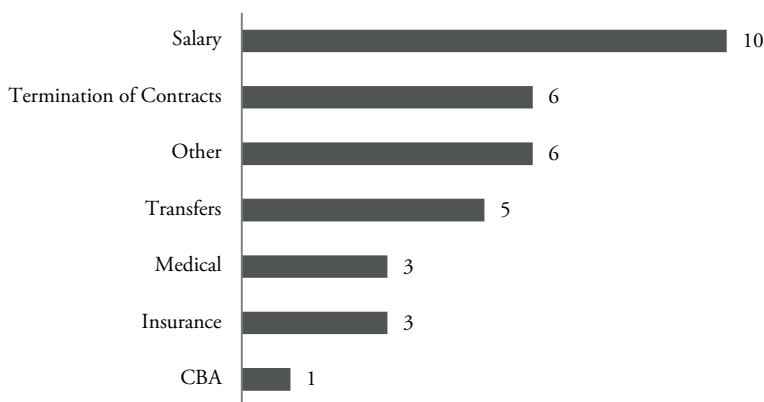
If and when a dispute arises, it is also relevant to know how players can rely on the players' association for support. Of the 27 players' associations that replied, the role of the association is unanimous: provide legal advice and representation before judicial bodies. The questions were open ended and not all associations provided the same level of detail; therefore, the answers should not be considered as exhaustive or exclusive. The only association to mention an additional mediatory role was KEWFA which added that it tries to solve cases amicably first by hearing both parties. While the Spillerforeningen generally handles all disputes, it did note that if it finds a player's claims unfounded, it will not represent the player.

The situation is similar for national team disputes since the vast majority of players' associations represent players in the case of a dispute. Only two associations stated that their involvement for national team players is largely limited to an advisory role, the JPFA and NANPF. FIFPro Korea is the only association (aside from the MLSPU which only represents league professionals) to state that it has no involvement at all with national team player disputes. Interestingly, three associations specified that they act as mediators (Cameroon, Costa Rica and Kenya). Another three associations mentioned that they have not faced national team player disputes in the recent past (Colombia, Croatia and Italy).

8. Recurring issues in labour relations for players' associations

Having a clear dispute resolution system in place in most countries, while certainly a key part of a well-functioning football governance structure, does not erase all problems. To understand the main issues that players around the world face in terms of labour relationships, all 27 players' associations surveyed were asked for the three most recurring issues in their countries, both on the women and men's sides. The results outline some common trends and identify the friction points in the relationship between players' associations and NAs, leagues or clubs.

Figure n°26: Most recurring issues (women)



Of the 27 players' associations surveyed, 12 provided an answer with regards to women players. As expected, situations where salaries are not paid or do not correspond what is stipulated in the contract are the most predominant, noted by ten players' associations. Problems related to termination of players' contracts are the second major issue reported across the six confederations. Complications related to transfers represent the third single most recurring issue for players' associations with regards to women players, whilst circumstances involving medical treatment for the players, insurance and CBAs have also been mentioned, though in a less significant number of cases.

The table below provides the full picture and is followed by a series of examples from national level to provide a better understanding of the ‘Other’ issues specific to the environment in women’s football.

Table n°31: Recurring issues (women)

Confederation	Country	Organisation	Salary	Termination of contracts	Medical	Insurance	CBA	Transfers	Other
CAF	Cameroon	SYNAFOC	X		X	X			
	Kenya	KEFWA	X	X				X	
	Morocco	UMFP							X
	Namibia	NAFPU	X						
	Nigeria	NANF	X	X		X		X	X
		NANPF	X	X				X	
OFC	New Zealand	NZPFA	X						X
UEFA	Denmark	Spillerforeningen			X		X		X
	England	PFA							X
	France	UNFP		X		X			X
	Italy	AIC	X		X			X	
	Norway	NISO	X						X
	Romania	AFAN	X	X				X	
	Spain	AFE	X	X					

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

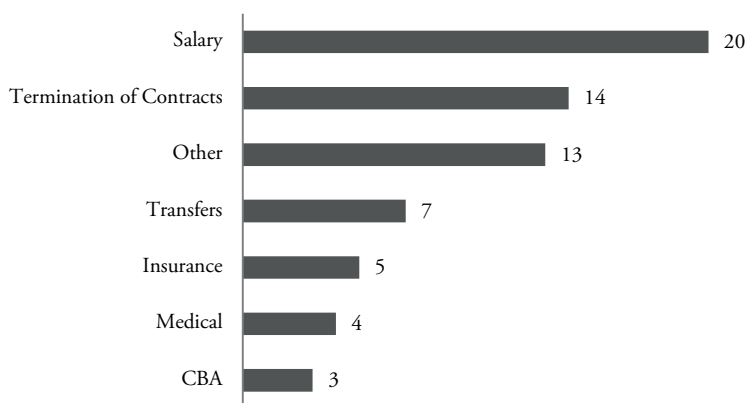
In Morocco, the major issues stem from the fact that women’s football is still entirely amateur and the UMFP also highlighted the general lack of financing and facilities. This results in a slow pace of development for women’s football as a whole, causing, in the eyes of the UMFP, a cycle that is delaying the growth of women’s football in the country. In Nigeria, the NANF described two main issues, apparently applying to both men and women, where the players are deliberately and unlawfully prevented from leaving their club when it is clear the contract has been breached as well as the lack of support from the NA on such issues. In New Zealand, the overall funding of the national team programme is the most important topic concerning women’s football followed by the long travel for international matches.

Looking at the European context, despite Spillerforeningen’s dual career program (the ‘Study4Player’ and the ‘Job4Player’ services described in more detail in Chapter V) managing the question of a dual career is an ongoing is-

sue. Secondly, the players' association sees a need to broaden the physical and psychological treatment services in the country for both men and women. Currently Danish clubs and national teams are obliged to provide this type of treatment to their players. At the moment, however, the level of this service is not sufficient and the Spillerforeningen would like to establish a union-wide service. In England, the main challenges for women's players are the management of image rights for the national team players and, more generally, the fact that contracts and the level of payment are not at a level where football can be a full time job for the majority of players. Similarly in France, one key issue for the UNFP is the multi-job employment context because, once again, most women players are not fully professional and therefore need to have other jobs to be able to sustain themselves. In Norway, another major problem has been identified in the state of the facilities where women's football is played. Many artificial pitches are old or are not up to standard, while equally some of the grass pitches are not up to the level required.

With regards to the men's side, all 27 players' associations provided answers about the most recurring issues faced by the players. Similar to women players, for men the predominant problems are linked to salaries and the termination of contracts, while difficulties related to transfers are also common around the world. Similar to the women's side, the 'Other' category includes a host of different problems which vary across the world.

Figure n°27: Most recurring issues (men)



In Asia, the JPFA identified the visa process for Japanese players in foreign countries as one of the main complications whilst FIFPro Korea cited the physical and verbal abuse that players are sometimes subject to. Finally, the Indonesian APPI mentioned match-fixing as a significant problem for players. In Africa, the UMFP underlined the lack of professionalism of football in Morocco and the poor management and governance that characterizes some clubs. With regards to the CONCACAF region, in addition to the regularly mentioned topics of contractual interpretation and enforcement, the ML-SPU cited player discipline as another issue. The USMNSTPA referred to the limitations on the right of NA sponsors to use the players' images and likeness and the player's right to market himself as a US national team player along with the general working conditions, travel conditions and hotels/accommodation. In South America, ACOFUTPRO identified the problem of compliance with corporate re-organization agreements at club level – meaning agreements with the creditors - as one of the most recurring issues.

In New Zealand the situation is somewhat unique. Due to the geographical isolation of the country and the fact that all professionals play outside the country, players have to travel very long distances to play international matches. Therefore, the conditions of travel and the related costs represent a predominant issue for the national players' association. Furthermore, similar to the New Zealand women, the general funding programme needs to be improved.

Finally, looking at Europe, UNFP highlighted the difficulties that players face in having their contracts respected as well as the practice implemented by clubs when they ostracize unwanted players from group training. The PFA provided no answer on the questionnaire. In the interview, the PFA explained that they were fortunate not to face many of the recurring issues for players' associations (e.g. non-payment of salaries, breach of contract, insurance cover for injury) thanks to the fact that the contractual players' rights are fully protected in England. VVCS provided a similar answer indicating that players do not face such issues domestically. In Denmark the career after football is a key subject that the local Spillerforeningen is trying to tackle while in Germany the VDV is also focused on the education of players. Finally, AFE mentioned the infringement of a player's right to 'effective occupation' (*ocupación efectiva*) as a major problem for players in Spain. According to this, a club may forbid a player to perform his job (play in matches) for a variety of reasons, though may still allow him to train.

Table n°32: Recurring issues (men)

Confederation	Country	Organisation	Salary	Termination of contracts	Medical	Insurance	CBA	Transfers	Other
AFC	India	FPAI	X	X					
	Indonesia	APPI	X			X			X
	Japan	JPFA	X	X					X
	South Korea	FIFpro Korea	X	X					X
CAF	Cameroon	SYNAFOC	X	X	X	X			
	Kenya	KEFWA	X	X				X	
	Morocco	UMFP	X						X
	Namibia	NAFPU	X	X				X	
	Nigeria	NANF	X	X		X		X	X
	Nigeria	NANPF	X	X				X	
CONCACAF	Costa Rica	ASOJUPRO	X	X				X	
	Guatemala	AFG	X	X					
	USA	MLSPU					X		X
	USA	USNSTPA	X						X
CONMEBOL	Chile	SIFUP	X	X	X				
	Colombia	ACOLFUTPRO	X						X
OFC	New Zealand	NZPFA							X
UEFA	Croatia	HUNS	X	X		X			
	Denmark	Spillerforeningen			X		X		X
	France	UNFP	X	X					X
	Germany	VDV					X		X
	Italy	AIC	X		X			X	
	Norway	NISO	X			X		X	
	Romania	AFAN	X			X			X
	Spain	AFE	X	X					X

(In white: FIFA Ranking 1-20; in light grey: FIFA Ranking 21-80; in dark grey: FIFA Ranking 81-211)

9. Summary

After having explored the relationship between management and labour through the eyes of representation, this chapter examined the overall regulatory environment that conditions the player-management link. It is not mutually exclusive to have a well-defined sports law and a detailed employ-

ment law related to sport. Beyond the state, there are different negotiation instruments available to a players' association including affiliation, signing joint agreements or MoUs and the CBA which, while not ubiquitous, is far from a North American phenomenon albeit largely unheard of for women's football. Regarding affiliation, NAs are far more likely than leagues to recognize players' associations as affiliated members. However, a lack of affiliation is not an impediment to representation as seen with Dutch players who are still represented within the NA. Collaborative agreements/MoUs are found across the globe and at different levels of professional development nationally.

In addition to these instruments for collective action, there are some additional areas for negotiation in connection to the individual negotiation of a player's contract. A number of countries use a standard contract that is the fruit of collective bargaining or consultation, but the details for each player are left to negotiation. Similarly, the CMRs which were agreed after collective bargaining are still only used as guidelines at the national level, but the individual player can use them as a basis for negotiating his or her contract. Based on the survey results, these key topics are far less developed for women's contracts than men's. Finally, if negotiation or contractual relations go sour, then dispute resolution mechanisms are in place with a variety of practices including choices between ordinary courts and arbitration with the NA or in some cases mandatory routes either one way or the other. At national team level, the NA is the forum par excellence for resolving disputes, though many NAs noted the rarity of such conflicts.

Notwithstanding a clear state and/or sport regulatory environment, various negotiation instruments and dispute resolution mechanisms, there are still a host of regular issues between players and management. The most common issues, for both men and women, are salary and contract related. Interestingly, the fact that the men's and women's issues coincide suggests that these problems do not depend on sex but are instead intrinsic to football's labour relationships and related to the specific environment of professional sports.

V. Conceptualizing the players' association through case studies

The prior chapters have offered a global analysis of issues from both sides of the player-management relationship on the questions of representation as well as the regulatory and negotiation contexts and instruments. This chapter returns to the players' association and provides a more in-depth snapshot of a typical organisation. Not every association is the same, but the focus here is to step back from the specifics of the player-management relationship and examine the players' association from a global perspective. As part of the research, we conducted a series of in-depth interviews with players' associations from around the world in order to delve into more detail on some of the key points raised in the questionnaires. Using the interviews, questionnaires and some additional documentation this chapter provides a more qualitative look into some of the aforementioned research questions and outlines the contours of the players' association and its relationships with management/governing bodies.

Rather than describing the case studies of seven different players' associations (Chile, Costa Rica, Denmark, England, Japan, New Zealand, USA), we have taken a thematic approach in order to see the wood for the trees. As a result, this chapter provides a conceptual basis for the models in the concluding chapter which illustrate the player-management relationship. What follows is a presentation of some of the key environmental factors (legal context and culture), a description of the nature of the labour relations (formal vs. informal), further insight into dispute resolution and players' association benefits/services to its members, and finally more details specific to women players, national teams and the relationship with agents/intermediaries. The examples provided are selected from the information provided by the seven players' associations interviewed and are not designed to read as an exhaustive list.

1. Legal framework and cultural specificity

There are two main aspects which configure the environment within which a players' association functions. We define these as the legal framework and cultural specificity. In certain countries national law may create a framework that regulates labour relations issues, while the cultural environment, on the other hand, conditions the way the labour relationship is actually managed.

The legal framework can be under state law or within the football regulatory landscape, or a combination of both. For example, SIFUP explained that Chile has a law for professional clubs requiring them to be registered as companies. Furthermore there is a dedicated law for any workers involved in these activities, i.e. the players, and all the remaining aspects are outlined in the regulations and statutes of the ANFP. State law regulates all obligations including the payment of taxes and social security contributions. According to SIFUP disputes on non-payment of salaries are rare and solved quickly because the regulatory framework is clear and it is possible to make legal claims against a club owner – something much more difficult if the club were only registered as an association with members rather than a company. Despite a near strike in the summer of 2016, the last time there was a players' strike in Chile was in 2002.⁴⁰ In addition, there is an open dialogue with the Ministry of Labour on professional football issues and, as a labour syndicate, SIFUP can count on the protection and assistance of the government. SIFUP is legally registered as an 'inter-company' syndicate, a union which can represent workers from different companies or across industries. However, it is different from other such organisations and can actually negotiate collectively which is something apparently unique among such unions in Chile.

Costa Rica also has an extensive labour law which is applied to football. Previously, footballers were treated differently under what was termed '*servicios profesionales*', but now the professional player-club relationship is governed by normal labour law. ASOJUPRO explained that the national labour legislation provides good coverage to workers on issues such as wages, social securities and non-payment.

Alongside the legal framework governing labour relations, the second major element is cultural specificity. The working culture also plays an important role in conditioning the labour relations environment. Some countries

40 For more details see 'Chile's players strike over unpaid wages' <http://www.espnfc.com/global/news/2002/0827/20020827chilestrike.html> (last consultation 27 August 2002).

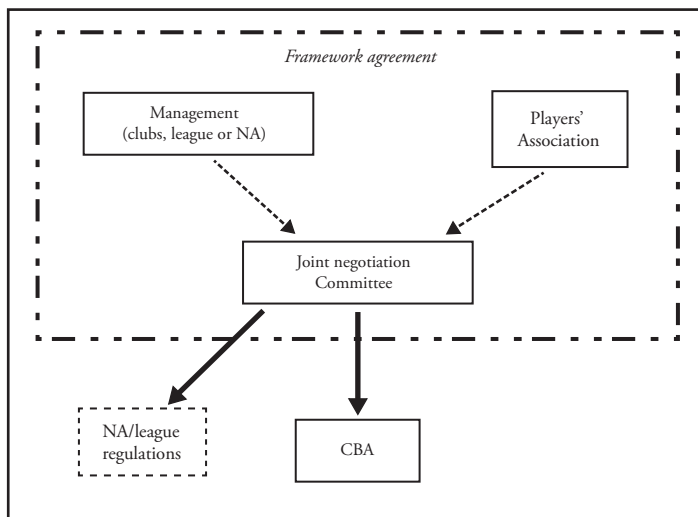
have a strong union culture in sport or in general. For example, Spillerforeningen is part of a traditionally large labour union movement in Denmark where over two-thirds of workers in general are members of a union (Ibsen: 2012, 2-3). The MLSPU benefits from the strong professional sport labour union culture found in baseball, American football, basketball and ice hockey that developed significantly since the 1950s (Staudohar: 1996). The PFA in England also operates within a historical culture of negotiations between players and management going back to its founding in 1907. In contrast, in Japan there is not a prevalent culture for unionized negotiations. The JPFA explained that within the hierarchical employment culture of the country it is difficult for players, as employees, to organize themselves. The initial activities of the JPFA took place without any legal entity before being registered as an association in 2006. The JPFA did not form an actual union until 2011 and even the country's Basic Act on Sport, which came into effect in the same year, had no regulations mentioning the legal status of professional players (Yamazaki: 2014, 218). Thus, the cultural specificity around sport and labour relations has a significant influence on how the player-management relationship operates.

2. Nature of the labour relationship

After understanding the general legal and cultural environment, the actual nature of the labour relationship in football can be described in one of two ways: formal or informal. This section first covers the formal relationship which includes all types of agreements. After reviewing this, a model is provided as well as a brief discussion of the types of informal relationships that exist.

Between players and management the relationship can be formalized in a clearly defined negotiation process with written agreements as shown in Figure 28. These agreements, which include CBAs, outline the contours of the negotiation relationship. In some cases, there is an overarching 'framework' agreement or 'head agreement' as described by the Spillerforeningen in Denmark. This only outlines the fundamental principles between the negotiating parties but does not actually define the specifics of what is agreed in terms of working conditions. Under that general agreement, there is a joint negotiation committee.

Figure n°28: Player-Management negotiation model



The framework agreement and resulting committee can include either dual-party representation or tripartite/multi-party representation. In the bi-partisan case, management is represented by clubs or a league and players by the relevant players' association. This is the case for the MLS – MLSPU relationship or Denmark's Committee on Collaboration for example. In some cases, management may be the NA if the players are those from the national team as in the *Convenio* between ASOJUPRO and the Costa Rican NA. There are, however, other examples of tripartite or multi-party committees. The Labour Management Council in Japan includes the JPFA, the J.League and the JFA. England's PFNCC includes the PFA, the Football League, the Premier League and the FA.

The result of the joint negotiation committee can either be a detailed CBA or the output may be reflected in the NA or league regulations. The MLSPU negotiates with the league and the outcome is its 84-page CBA. A players' association may also agree to separate CBAs, one with the clubs/league for professionals and one with the NA for national team players as it is the case in Denmark where Spillerforeningen negotiates separately with the NA and league for each CBA. The JPFA explained that the joint Labour Management Council discusses the terms and conditions for professional players, but then the actual output comes in the form of a J.League or JFA regulation rather

than a signed CBA. According to the JPFA, favouring the output in league or NA regulations rather than in a CBA is directly linked to the cultural aspects of the labour relationship in Japan.

In regards to the actual CBAs, these often outline a standard player contract indicating the CMRs to be used for all professionals and more often than not stipulate the details of the labour relationship. For example, in England, the contract is the same for all professionals; only the compensation and salary conditions are individually negotiated. However, any given CBA may vary on the standard contract. In the MLS, different standard contracts exist and a minority of players have a standard but only semi-guaranteed contract.⁴¹ The CBA may also include other specific details. For example, in MLS, the CBA sets the amounts for moving expenses a player is allowed if transferred within the league from one club to another.

Moving from the formalized labour relationship to the cases where the issues are managed informally, there are a variety of practices around the world. Here, we qualify informal practices as those outside a formalized negotiation agreement with a structured committee and CBA as illustrated in the figure above. Chile, as described above, has a strong legal framework as a country in its application to professional football, but SIFUP does not, however, benefit from a committee (*comisión mixta*) or CBA. Nevertheless, SIFUP relates directly with clubs or the ANFP whenever there is a problem. Other players' associations explained how they maintain strong, even if informal, contact with clubs, leagues or the NA on a day-to-day basis. ASOJUPRO noted that this informal contact covers regular issues, for example discussing match kick off times to balance broadcaster interests and avoiding subjecting players to extreme heat. The Costa Rican players' association also highlighted the difference between its formal relationship with the NA outlined in the *Convenio* and the informal, albeit regular, communication with clubs and UNAFUT.

Informal contact is not only used in countries where there is no formal negotiation agreement or committee, however. In New Zealand where the players' association has detailed CBAs for both men's and women's national teams, the relationship also includes an important informal element. The NZPFA underlined the importance of having informal spaces to dialogue

41 The semi-guaranteed contract in MLS allows the employer (the league) to terminate a player's contract anytime between the start of the year and the contract guarantee date (generally midseason – July 1) if the player does not 'exhibit sufficient skill or competitive ability'. See Section 18 of the *Collective Bargaining Agreement between Major League Soccer and Major League Soccer Players Union*, February 1, 2015 – January 31, 2020.

between the NA and the players' association. Representatives from both organisations meet every six weeks for lunch to discuss ongoing issues. One of the strengths of this mode of communication is precisely the informal nature and the fact that it keeps the two organisations in regular contact that would otherwise be sporadic since national teams only play periodically. According to the NZPFA these informal meetings allow both sides to raise points of potential conflict in a confidential environment – something which avoids taking contentious issues through public channels such as the media.

3. Dispute resolution

Despite a strong legal framework and formal or informal instruments for managing the player-management relationship, there are cases where a dispute will still arise. Depending on the country, the method for resolving disputes can be outlined in national law, the footballing regulatory framework (e.g. NA regulations) or through a CBA. There are different mechanisms in place for resolving labour relations issues: inside sporting or football structures, external instruments or a mix of the two. The mechanisms are intrinsically linked to the wider context of how football disputes are managed in any given country. This section builds on section 7 of the prior chapter where the focus was on the procedures used. Here, we aim to provide more detail and illustrate the links between the legal and regulatory frameworks and dispute resolution.

In New Zealand it is the legal environment which conditions how football labour relations issues are managed and, for the NZPFA, provides a favourable context for resolving problems. The NZPFA explained that New Zealand has legislation called the Employment Relations Act which prescribes mediation as the primary problem solving mechanism for labour relations. Mediation, as opposed to litigation, is deliberately informal and easy to access with mediators provided by the government. Under the ERA, issues that are not solved internally will be addressed within a matter of a few weeks in the context of mediation. The NZPFA underscored that mediation is extremely successful with somewhere near 85% of problems going no further.⁴²

42 The NZPFA indicated that the next step, if mediation is unsuccessful, is for the parties to bring a claim to the Employers Relations Authority and subsequently to the Employment

The legal framework has a strong impact in defining how disputes are managed and in some cases may forbid taking a case to special tribunals such as arbitration. In Chile, SIFUP explained that ordinary justice for labour disputes is the norm and the courts process cases quickly with many cases lasting between three and six months. Furthermore, there is no DRC in Chile due to the national constitution outlawing special tribunals, although this is not seen as a problem for SIFUP given the competent and expedient nature of ordinary justice.

In England the FA regulations include a provision called 'Rule K' which binds all participants in football to take disputes first through footballing structures (via arbitration), thereby stopping a case going immediately to a high court for litigation.⁴³ For the PFA, this rule is important and runs in parallel with a strong NDRC and explains why it is rare, if not unheard of, for a dispute in English football to go further since most issues are resolved at national level.

However, having an NDRC alone is not enough. ASOJUPRO underlined some issues with this structure given that taking a labour dispute to the NDRC in Costa Rica costs money while state courts are free. In addition, the NDRC is not recognized by the government since to do so requires the parties to be equally represented. This is not entirely the case in Costa Rica and, according to ASOJUPRO, the NDRC, at least at its start, was not more expedient than state courts.⁴⁴

In other cases, it is the CBA which outlines how disputes are resolved and these can be mechanisms either internal or external to football. In Denmark for example, the CBA outlines different avenues depending on whether it relates to the CBA with the league or the one with the DBU for national teams. In the former, the CBA stipulates that disputes first go through mediation and then, if not resolved, to labour courts. Spillerforeningen explained that this state system provides speed and flexibility and has been agreed by unions and employers so there is no need to take a Danish case to FIFA or CAS arbitration unless the issue is strictly international in nature. For national team

Court. See <http://www.era.govt.nz/steps-in-the-authority-process/> (last consultation 14 November 2016).

⁴³ See *The FA Handbook Season 2015-2016*, section K, pages 128-36.

⁴⁴ While the FIFA regulations stipulate that the chairman must be selected by consensus from both club and player representatives, the NDRC regulations in Costa Rica state that the chairman is selected unilaterally by the NA. See article 3 of the *FIFA National Dispute Resolution Chamber (NDRC) - Standard Regulations* and article 4 of *Reglamento de la Cámara Nacional de Resolución de Disputas*.

related issues, however, the situation is different. The CBA refers all disputes to arbitration under the Danish sport court within the Olympic movement. Despite having a clear dispute resolution system, Spillerforeningen stressed that they had never seen an actual national team player dispute go to arbitration, something perhaps due to a clear CBA.

Dispute resolution can also be managed internally but where the players' association plays a more informal role. In Japan, the J.League's internal resolution system is the primary forum for disputes before going to arbitration. The JPFA explained that cases are rare and its role is more behind the scenes. In the only recent case it was the player's agent who represented the player while the JPFA's role was more informal negotiation with the league outside the formal proceedings, again something related to the cultural sensitivities of how labour relations issues are managed in Japan.

4. Services and benefits

A players' association is the collective voice for employed professionals in the negotiation with employer clubs, leagues or NAs and can support a player in the case of disputes. However, the organisation also functions with a focus on servicing its membership. This section reviews the variety of areas covered by players' associations around the world ranging from legal representation to provision of health services or educational opportunities. The scope of activities and services for members varies and is certainly linked to the size and resources of any given players' association. As discussed in Chapter II, only a handful of associations have a staff larger than 20 people (AFE, UNFP, and the PFA). However, even players' associations with a small staff under ten employees – such as the MLSPU, SIFUP or ASOJUPRO – still manage a wide range of activities, often working in partnership with other organisations.

Activities are also spread across different areas of a professional player's career cycle. The PFA explained its 'cradle to grave' approach with services that cover from when a player first turns professional to well beyond the end of a playing career. The moment a player first turns professional or first signs a contract in a country is the initial introduction to the players' association. For example, the MLSPU holds a 'rookie symposium' at the start of each season for all new professionals in the league in order to present all the services/benefits provided to league professionals as well as answer questions.

The most obvious of all services centres on legal advice including the all-important negotiation of contracts. One players' association highlighted what appears to be a rather unique practice not mentioned by any other association interviewed. In MLS all details about player contracts are shared openly within the MLSPU membership. According to the MLSPU there is no confidentiality provision in regards to the information in players' contracts – something illegal under the US National Labor Relations Act – meaning that the MLS cannot forbid unionized professionals from discussing their salary or working conditions.⁴⁵ From the MLSPU's perspective this is essential for ensuring that every player can negotiate the best contract possible.

Going hand in hand with advice on contract matters, another significant service is legal representation. Of the several players' associations which noted the importance of legal representation, the PFA explained that this was contractually guaranteed to all players. In at least two other countries (Japan and Denmark), players' associations also represent players playing in foreign leagues. This can happen in one of two ways: either in parallel with the other national players' association or singularly by the players' association from the player's home country in cases where there is no recognized similar organisation. For example, Spillerforeningen noted a past case of supporting several Danish players playing in Turkey where there is no recognized FIFPro players' association.⁴⁶

After legal advice and representation, the third major area of benefits that players' associations provide focuses on career support and the transition after a playing career. All seven players' associations interviewed have some form of programme or service in this area. The range is broad and includes opportunities to move into coaching through the JPFA's coaching licence courses or SIFUP's organized football schools that are staffed by former players which service underprivileged areas or youth at risk. Spillerforeningen runs an annual 'Exit Seminar' for approximately 120 players who come and discuss with companies or universities and gain insight on leaving football

45 For more details on the National Labor Relations Act, see <https://www.nlrb.gov/rights-we-protect> (last consultation 27 November 2016).

46 While there is no recognized trade union for footballers in Turkey at present, there is apparently an association called the Professional Footballers' Association which essentially serves as a players' forum. A union did exist in the 1960s and 70s, the Futbol-İş Sendikası, but was disbanded after the coup d'état in 1980. See Aydın, U., 2009: 'Player Associations In Professional Sports Sector And The Situation In Turkey', paper presented at the 15th World Congress of the International Industrial Relations Association, 24-27 August, Sydney, Australia.

for a new career. These sessions are also attended by some club sport directors to make them aware of these activities. In addition, under its Job4Player programme the players' association has agreements with more than 20 companies that take players on internships or internal training. The MLSPU provides a job-search programme and a career counselling service. In parallel to the career transition programmes, two players' associations (MLSPU and Spillerforeningen) both highlighted their 'alumni mentorship' services. Both organisations connect current players with former professionals who have transitioned out of football into other industries. This professional mentorship and access to a wide alumni database helps current players gain insight from older players about different industries and even arrange for internship opportunities.

Connected to career transition, most players' associations provide some benefits or programmes linked to educational opportunities for current or retiring players. Spillerforeningen's Study4Player programme aims to support professionals in the continuation of their education often through agreements with the eight Danish universities. For example, 2013–14 champions Aalborg participated and approximately 80% of the club's players completed or finalized their education past the high school diploma. Even if there is some reticence from individual coaches or directors, according to Spillerforeningen most Danish clubs support this endeavour. ASOJUPRO offers significant discounts to university course fees for its players. The MLSPU works with external consultants on a personalized 'degree completion programme' to help players obtain the courses and credits needed to finish their college degrees. It also works in partnership with New Hampshire University to provide tuition-free online courses. Other associations provide educational grants (PFA) or university scholarships for physical education courses (SIFUP). Aside from the common coaching certifications provided (often in collaboration with the NA), the MLSPU was one players' association that holds its own broadcasting training course to help players to learn to broadcast for radio or television.

While the Generation adidas programme in MLS is not a specific service provided by the MLSPU, as it concerns education it is worth mentioning. The MLSPU explained that the programme, supported as part of adidas' sponsorship of the league, allows younger players still in high school or university to sign a professional contract. These contracts follow the standard league ones, though are often guaranteed as opposed to semi-guaranteed, and include provisions for an educational stipend that is individually negotiated.

While this is not explicitly included in the league CBA, there is an agreed financial amount which is put aside for players to continue and finish their studies. In the eyes of player agent, Patrick McCabe, the contracts were introduced to provide a double incentive to both players and MLS clubs.⁴⁷ On the player side, talented younger players are able to leave college early or bypass full-time education to start a professional career earlier - instead of waiting for university graduation at age 21 or 22 - while still saving money to go back and finish their education later. On the club side, signing younger players on these contracts allows them to identify talent, bypass the MLS Draft system and, along with home grown players, these Generation adidas players are not counted against a team's salary budget.⁴⁸

In addition to educational opportunities or grants, players' associations also provide other assistance to their members in the form of accident, insurance and solidarity funds as well as medical support. The PFA explained its two other main funds (in addition to the educational fund) which operate under its charitable arm: a benevolent fund and an accident fund. In the situation that a current or former player finds himself in financial difficulties, the benevolent fund can support cases of hardship. The accident fund supports all players who have accidents and need assistance; for example, an older retired player in need of knee surgery.

Insurance schemes can cover both club and national team players. In Denmark, the league CBA requires clubs to pay insurance for its professionals but for the national team the CBA stipulates that Spillerforeningen is responsible for managing a national team specific insurance scheme. The DBU pays Spillerforeningen a set daily amount for each player per day and if there is an injury then the players' association is in a position to take care of the player's situation. In England, the PFA contributes to players' individual medical insurance at club level to ensure that all players have private healthcare.

Other players' associations also provide medical support in different ways. In Costa Rica, clubs pay for players' medical insurance, but ASOJUPRO often serves as an intermediary in activating this insurance with the government to ensure that players obtain rapid treatment. In conjunction with the team doctor, the NZPFA supports a mental health service for men's national team players.

47 <https://ussoccerplayers.com/2010/01/mccabe-explains-generation-adidas.html> (last consultation: 22 January 2017).

48 <https://www.mlssoccer.com/glossary/generation-adidas> (last consultation: 22 January 2017).

Another key area of service is pensions. Many of the players' associations reported offering pension accounts for players though in some leagues these are not directly managed by the players' association. For example, Spillerforeningen runs a pension fund in collaboration with Danish clubs. The PFA makes an annual contribution for each professional from money raised on domestic player transfers. The retirement provision for MLS professionals is outlined in the CBA detailing the league's annual percentage contribution for each player. In Costa Rica, the state pension scheme provides satisfactory retirement coverage so ASOJUPRO assists players with savings accounts and advises them on financial savings.

Though not a specific service to players, several players' associations organise an annual awards event to recognise the achievements of their playing members. In the FPAI, it is unclear whether they have a structured general assembly every year, but they do have their annual event which brings together the membership. NISO also has a similar annual awards gala spanning multiple sports.

The final examples of benefits demonstrate the variety of support that can be provided by a players' association. In New Zealand where the domestic league is amateur, the NA retains the NZPFA to provide different training to amateur players, for example on match-fixing. Linked to the role of agents and intermediaries discussed below, a players' association may also support out-of-contract players in finding a new club. For example, SIFUP runs two such teams, one in Santiago and one in Concepción. On a more material level, the PFA supplies each League One professional with football boots and training shoes. Spillerforeningen has an agreement with Mercedes-Benz and Renault which offer favourable car leasing conditions to players as well as offering discounts with a host of other companies' products and services.⁴⁹

5. Women's football

While all the aforementioned topics cover, in principle, both the men's and women's game, the specific conditions around women's football are worth mentioning. As explained by many players' associations numerous issues do not touch the women's game in the same way or the issues that are most

49 For the other products and services see <https://spillerforeningen.dk/medlemskab/> (last consultation 14 January 2016).

important are completely different. The core problem is the lack of full professional status for women footballers. For example, SIFUP in Chile noted that a women's players' association had been recently formed in the summer of 2016 but stressed that this was an association and not a registered labour union. This reflects the fact that women footballers generally have no work contracts and only receive allowances for travel. In Costa Rica, ASOJUPRO explained that the players' association does not distinguish between men and women players, but there is only one professional woman who plays abroad, Shirley Cruz at Paris Saint-Germain. While in some cases women players in the country approach ASOJUPRO for advice on their careers, women are not full professionals so the players' association does not have an official role in representing them, or the national team for that matter. Other countries like Denmark may have a structured women's premier league with several clubs signing players, but most clubs remain amateur which is a difficulty when trying to establish a collective agreement for all clubs and players. Even in leagues like England, the PFA explained that most contracts are not at the level to allow players to be exclusively full-time professionals.

The main difference between players' associations as to whether they are closely involved in the women's game or not appears to depend on the presence of a strong national team. For example, the PFA negotiates a central contract for the England women's national team and regularly provides advice on commercial contracts and image rights for players. However, the overall difference in the economics of the women's game in comparison with the men's impedes its development. In contrast to the men's side where, as mentioned above, domestic transfers and league television income help finance the PFA's activities, there is no similar significant money on the women's side. In the end, this means that even good women's national teams, such as New Zealand, can hardly support themselves despite having a well-structured CBA. The NZPFA explained how the funding for women's national team players is largely dependent on high performance funding linked to Olympic sports. However, as this is performance driven, poor results mean funding cuts like what happened after the 2015 FIFA Women's World Cup in which the national team failed to qualify out of the group stage. With a number of women facing forced retirement because their funding was cut, the NZPFA voted to support the women's national team by creating a fund in collaboration with the NA to provide hardship grants for the women players. In a show of men-women solidarity and with a joint effort between the players' association and the NA, they raised enough money to support a number of players through

to the 2016 Olympic Games. The NZPFA also noted the financial difficulty in supporting the women for their travel. While the men's CBA provides for business class travel for players – not insignificant for the national team with the longest travel for international matches – there is not the financial basis yet for this to be provided in the women's CBA. In summary, from the players' association perspective the women's game is full of challenges, most being economic, and requires creative solutions to address these issues.

6. National teams

The involvement of players' associations in national team matters varies from little to significant. However, there is at least one key issue regarding the national team: image rights. Some players' associations have virtually no involvement in either the men or women's national team (SIFUP and JPFA). Others, like the PFA, are involved in the women's national team's image rights as discussed above but not for the men's national team. Interestingly, not all income from national team activity is claimed by players. To wit, all fees received by the England men's national team are actually donated to a players' charity, one that is separate from the PFA. As the question of image rights is fundamental, other players' associations have specific agreements to deal with the issues such as ASOJUPRO's *Convenio* or a full CBA (Spillerforeningen and the NZPFA) as discussed in the prior chapter. Most players' associations interviewed stressed the importance of image rights even in the case that there was no MoU or CBA.

Players' associations can also be involved in national team issues in other ways. In Denmark, similar to the Orange Council for the Dutch men's national team mentioned earlier, Danish national team players have a 'players council'. At every national team camp, Spillerforeningen meets all the players followed by a discussion with the players' council and the DBU. Players' associations can also be involved in supporting professionals who play for other national teams (different from that of the players' association). For example, the MLSPU explained that the CBA covers cases of injury while on national team duty and this also applies to national team players from other countries. Therefore, if a foreign professional gets injured while with their national team, and the respective NA refuses to cover the treatment, then the MLSPU can activate the league CBA to cover for the player's treatment.

7. Agents and intermediaries

The final area of note as regards players' associations is their involvement with agents and intermediaries. The situation here varies significantly between players' associations with essentially no relationship with agents and intermediaries (ASOJUPRO) to countries where players' associations themselves operate their own player management agency or agency services. Several associations (JPFA, MLSPU and Spillerforeningen) explained the collaboration with agents/intermediaries as a more informal one in the cases of contract disputes where the players' association will liaise and support if necessary. Similarly, agents/intermediaries solicit the players' association for advice when negotiating contract terms for a player.

Two countries noted players' association-operated agency services. In England, the PFA has a separate agency which represents a number of women players and some high-profile men. Spillerforeningen described how it has a separate agency owned entirely by the players' association. It has an agreement with two agents/intermediaries (because the DBU regulations require them to be self-employed) who provide services to players.

In some cases, a players' association may even support a player against his/her agent. The MLSPU explained that, on occasion, a dispute may arise between a player and the agent about compensation, and the players' association will step in to help determine what is due to the agent. Similarly, Spillerforeningen noted the need at times to correct an intermediary or even represent a player against his/her agent in a court case. Despite sporadic conflictual situations, the players' associations underlined the largely collaborative relationship with agents and intermediaries.

8. Summary

This chapter examined the players' association from a global perspective and highlighted a number of points. Firstly, the regulatory landscape in a given country creates a legal framework that governs issues pertaining to labour relations while the cultural environment defines how the labour relationship actually works in practice. The legal framework can be either under state law or specified by the football regulatory landscape, or a combination of both.

The nature of the labour relationship in football can be formal or informal though most appear to have a clearly defined negotiation process and/or written agreements.

In the case of disputes, the mechanisms can be inside or outside sporting or football structures, or a mix of the two. They are always linked to the national context of how disputes are managed generally. On the women's side, the core issue is the lack of full professional status for women footballers. The role of the national team is somewhat proportional to how involved a players' association is in women's football. While players' associations vary as to how much they deal with national team matters, the most common issue across all is image rights. Similarly, players' associations have different levels of involvement with agents/intermediaries ranging from collaboration to supporting players in disputes with an agent.

VI. Conclusion - a governance model for player-management relationships in football

This study has explored the governance relationship between players and management and sought to address a number of questions, specifically about who the different actors are, what players' associations look like around the globe, how players are represented in traditional governance structures, what regulatory mechanisms and negotiation instruments exist in different countries as well as how dispute resolution systems are structured in order to settle conflicts between management and labour.

Football has traditionally been built on an associative structure from its European roots, one which maintains a pyramid with various levels: the international federation, the NA, the league, the clubs and, finally, the players. When reflecting on the research undertaken here, the pyramid model is unable to fully illustrate all aspects of the relationships as they have evolved up to the present. The 'league structural models' and the four 'NA-league-club models' from the first two CIES studies explore these relationships further and offer a more nuanced understanding of the different levels of the pyramid. However, as this study focuses on the relationship between employers (club, league or NA) and employees (professional players), we have to go beyond the traditional pyramid based on association law. With professional players, clubs and leagues, the context has moved away from a purely associative one to a more commercial and contractually based one. Moreover, the game has evolved differently around the globe as seen in the research.

So, in Chapter II we began by identifying and describing these relationships between the different organisations (the NA, the league and the club) and introducing the players' association as the fourth key actor. We presented some context including the number of professional clubs and players in the countries surveyed before focusing on the players' association as a representative body for players as employees. The focus on the players' association reviewed the different legal forms of these organisations, some acting as registered labour unions, some purely as associations and others using both forms. Players' associations are largely uniform in their main objectives: advocating for players and providing legal advice. In order to achieve these aims, nearly all players' associations have professional staff. Most have fewer than 20 full-

time employees and more players' associations used in-house lawyers than only outside counsel. In terms of membership, women players are not represented everywhere, reflecting the challenges of the often semi-professional nature of the women's game. Similarly, players' associations have much less involvement in national team issues and few represent specifically national team players aside from those which are national team-only players' associations. Finally, players' associations appear to be structured similarly across the globe with most opting for a direct democracy approach to elect their leadership (players voting in a GA) and only a smaller number using team delegates.

With a clearer picture of the players' association, Chapters III and IV focused on the two core questions in the relationship between players and management: representation and contractual relations. In regards to the representation of players within the decision-making structures of football, Chapter III examined the situation of players at club, league and NA level as well as highlighting a variety of other forms of representation/interaction. At club level in the countries surveyed, players are rarely, if ever, represented in decision-making. Representation is somewhat more common at league level though specific representation for women players is by far the exception rather than the rule. Players are not often included in the major league bodies such as the GA or ExCo, but they do appear in a variety of league standing committees such as players' status or disciplinary. Moving to the NA level, the situation is somewhat different and players are more regularly represented. This occurs more often at the GA than at an NA's ExCo and the representation is often unspecified, meaning that it is not solely the voice of unionized professionals nor is there a specific voice given to women players for example. Practices are varied across the globe and there appears to be no significant correlation between a specific type of representation and a country's FIFA ranking or even within the geography of confederations. Despite not having players directly represented at all levels of decision-making, clubs, leagues and NAs do operate a number of schemes which give ex-players ambassadorial roles, opportunities to enter coaching, and development work.

Official representation is, of course, anchored in the statutory context of any given NA. For example, the NZF statutes list the NZPFA as a voting member with the same rights as regional associations, the national league and the Professional Club Group.⁵⁰ This can be an important means for players to

50 *New Zealand Football, Statutes*, see articles 1.143, 14 and 15.

gain a voice in decision-making. Indeed, without a statutory basis, a players' association may not have any capacity to participate in the decision-making process at all. Although there is no current FIFPro-recognized member in Trinidad and Tobago, during the course of the research we learned that the country previously had an organized players' association albeit without any official representation.⁵¹ The association is currently being reorganized subsequent to the 2015 reforms to the NA's constitution which now includes a provision for membership for a players' association.⁵² The basis for statutory recognition giving a voice at the table was a motivating factor in the project to reform a players' association.

However relevant in some contexts representation does not necessarily mean a voting right or actual influence and few countries surveyed demonstrated a significant voting influence. There are limits then to the value of representation. While the FA Council's vast membership includes a host of stakeholder groups, the CEO of the PFA sits on the FA Council as a non-voting member whose presence has no formal statutory basis. For historical reasons it has, however, maintained membership for other stakeholders such as the armed forces, schools' football associations or the Oxbridge universities. However, the absence of real political representation has not impeded the PFA from negotiating with the other actors of the professional game within the PFNCC. Similarly, Spillerforeningen indicated that it did not actually want to be entangled inside the NA structures and preferred negotiation to representation. Thus, statutory representation, while relevant, is not the only important means for managing labour relations issues.

Beyond statutory representation contractual relations are pertinent in dealing with the player-management relationship and include two key aspects: regulation and negotiation. Beginning with the regulatory sphere, Chapter IV began with a brief overview of the general legal environment and involvement of non-sporting bodies in regulating both the game and the labour-management relationship. Some countries have a well-defined employment law - sometimes even specific to sport - and this appears sufficient to regulate the professional game, but it is not mutually exclusive to couple this with clear sporting regulations. The 'football creditors rule' in England is one such case. This 'rule' provides that in the case of club insolvency a certain group of football creditors (players, managers and other employees) be protected before any payments go to other creditors. While on paper this

51 Interview with Shaka Hislop, 7 June 2016.

52 *Trinidad and Tobago Football Association Constitution*, see articles 10 and 22.

protects players' interests as highlighted by the PFA, there are some questions as to the wider actual benefits and whether it 'tacitly endorses reckless spending in the pursuit of sporting success' (Flanagan, 2016: 15).

In addition to regulation, negotiation plays a significant role and has multiple facets. Players' associations employ a variety of mechanisms including affiliating with a league or NA – far more common with leagues than NAs – or signing collaborative agreements or MoUs. These are present across the world – albeit rare in Asia – and at all levels of professional development when looking at country FIFA ranking. CBAs are a more specific instrument in managing the labour relationship and, far from being a North American-only feature, they appear to be used in approximately one-third of the countries surveyed. Women players, however, are only rarely included in CBAs except if they are for the national team or as part of a national collective agreement for sport governing all professional women athletes. In addition to these instruments, players and management can negotiate a standard player contract or apply specific minimum requirements such as FIFA's CMRs.

Changes in the labour relationship can come about through the regulatory environment or negotiation. But intervention from an outside regulator can in some cases be necessary to effect change. The UMFP explained that the joint effort with the FRMF on establishing a National Dispute Resolution Chamber (NDRC) and developing a standard contract according to the CMRs was accomplished as a result of international minimum requirements being outlined through FIFA circulars.⁵³ Here, without the involvement of an outside regulator, in this case FIFA, these changes would not have come into effect and had a direct impact on the labour-management relationship.

Nonetheless, having a plethora of regulations, minimum requirements, standard contracts, MoUs and even CBAs, however clear they may be, does not avoid all issues or potential conflict situations between players and management. The final sections in Chapter IV examined what dispute resolution mechanisms exist and explored the recurring issues as defined by players' associations. All countries surveyed have a dispute resolution mechanism in place often with the NA holding a key role or a specific focus on the NDRC. Ordinary courts, however, are also regularly cited either as an option or the required route.

Even with well-structured dispute resolution pathways, there are recurring issues which, for both men and women, are unsurprisingly often salary

53 This refers specifically to FIFA circulars 1010, 1129 and 1171, though it should be noted that not all of these were mandatory requirements.

and contract related. Interestingly, both concerns also happen to be the most common clauses used as CMRs. This implies that the topics that are the most regulated are also the ones that create more problems, suggesting that the problem may lie in the ability to enforce such regulations. In short, having a strong regulatory framework may be necessary but not sufficient since it is implementation and enforcement that counts.⁵⁴

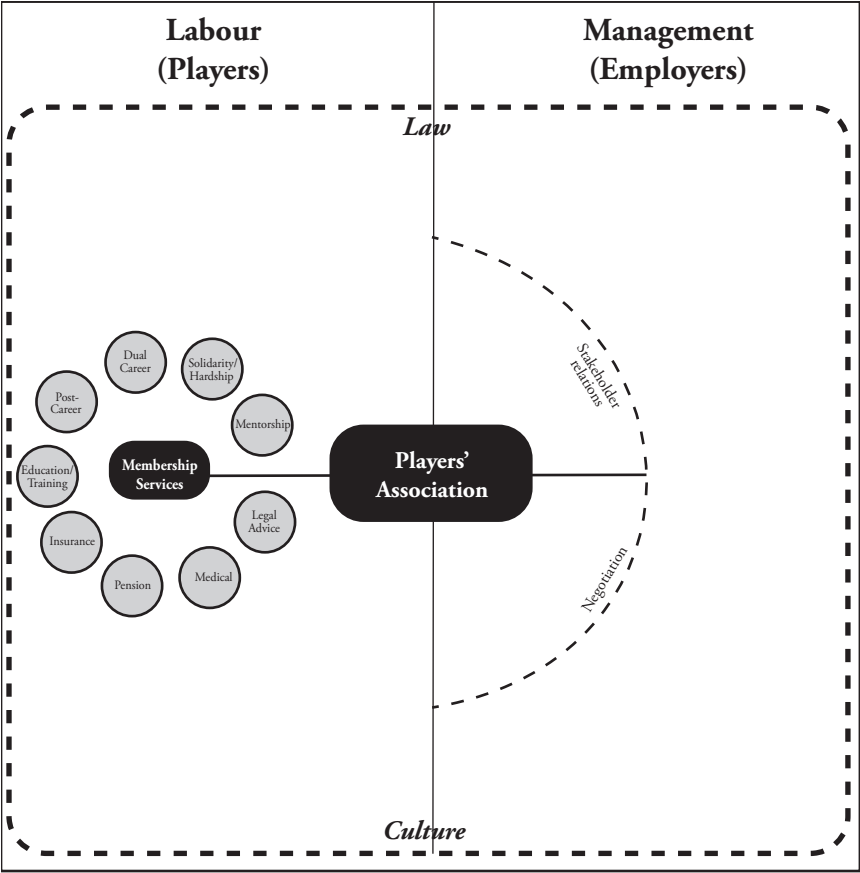
Finally, Chapter V returned to the players' association to present in more detail how it fits in the context of the wider labour relationship with management. In addition, we reviewed how the players' association services its own membership and addresses specific issues related to women, national teams and agents/intermediaries.

Based on the research in the prior chapters, the following models illustrate the governance relationships between labour and management as observed across the countries surveyed. The model here is depicted from the perspective of the players' association. Not every country includes all aspects of these frameworks but the models include all the main aspects of the different relationships around the world.

The 'Player-Management governance relationship and negotiation framework' in Figure 29 is divided between the two sides: labour and management. Labour (the players) is shown on the left and Management (clubs, leagues or NAs) on the right. The players' association in the centre acts as the main interlocutor for players. The relationship between labour and management in any given country is shaped by the legal and cultural context dotted lines (with the text 'Law' and 'Culture') as described in Chapter V. This is represented by the large square with dotted lines which has an impact on all aspects of this relationship. For example, in some countries a clearly defined legal and regulatory context exists thanks to the application of employment law to professional footballers as is the case in Chile. The cultural context is also important as already described in Japan with a hierarchical working culture which profoundly conditions the manner in which players and management approach the labour relationship.

54 In their analysis of the European Sectoral Social Dialogue in football, Colucci and Geeraert have argued that the key issue regarding the agreed CMRs in the 2012 Autonomous Agreement is precisely their implementation at national level since they are based on the 'best endeavours' of the parties and not strictly legally binding. See Colucci, M. and Geeraert, A., 2012: "The "Social Dialogue" in European Professional Football", *Comparative Labor Law and Policy Journal*, 33, 203-34.

Figure n°29: Player-Management governance relationship and negotiation framework



The players' association shown in the centre focuses on three main areas: servicing its members, managing the relationships with other stakeholders and engaging in negotiation. Membership services on the left concerns only the internal membership (the players) and includes the variety of programmes and benefits that players' associations offer which are detailed in the prior chapter: solidarity/hardship, mentorship, legal advice, medical, pension, insurance, education/training, post-career and dual-career support. The two other functions extend out from the players' association towards management: on the top right, 'stakeholder relations', and on the bottom right, 'negotiation'. Stakeholder relations refers to the formal and informal relations that players' associations have with employers and also the other regulators

such as national or international sporting governing bodies which make policy and regulations governing professional football. Negotiation, on the other hand, refers to the contractual dialogue between players and employers.

Moving to the 'Complete' version of this framework in Figure 30, the picture remains the same but several layers have been added in order to better illustrate the functions of a players' association, the external factors and the overall workings of the labour-management relationship.

Firstly, two of the main external functions of the players' association (stakeholder relations and negotiation) exist in two distinct environments: policy and contractual relations. Both environments, of course, remain shaped by the surrounding legal and cultural context (dotted lines of 'Law' and 'Culture'). The 'policy' environment is that of the sporting regulators and the rules that are imposed through the hierarchical governance model of football. This refers to the pyramid structure of FIFA, confederations, NAs, leagues and clubs which all issue their own regulations and define the policy for professional football. The players' association interacts with these stakeholders regarding issues of relevance for professional football. The interaction is conditioned either through complete 'Independence' (as illustrated by the rounded shape above left of the players' association) or through 'Representation' (above right) the inside the policy-making bodies of the football pyramid. Here, a players' association can either adopt an independent approach – not seeking representation within the football governance pyramid – or it may seek recognition and a voice for its players within the decision-making bodies of a club, league or NA. These interactions allow the players' association to influence the policy area and specifically the 'International/National sporting regulations' as seen by the arrow connecting 'Representation' to these regulations. The function of 'Stakeholder Relations' also includes the relationships defined in MoUs or collaborative agreements - as mentioned in the prior chapter - but that are not contractually binding.

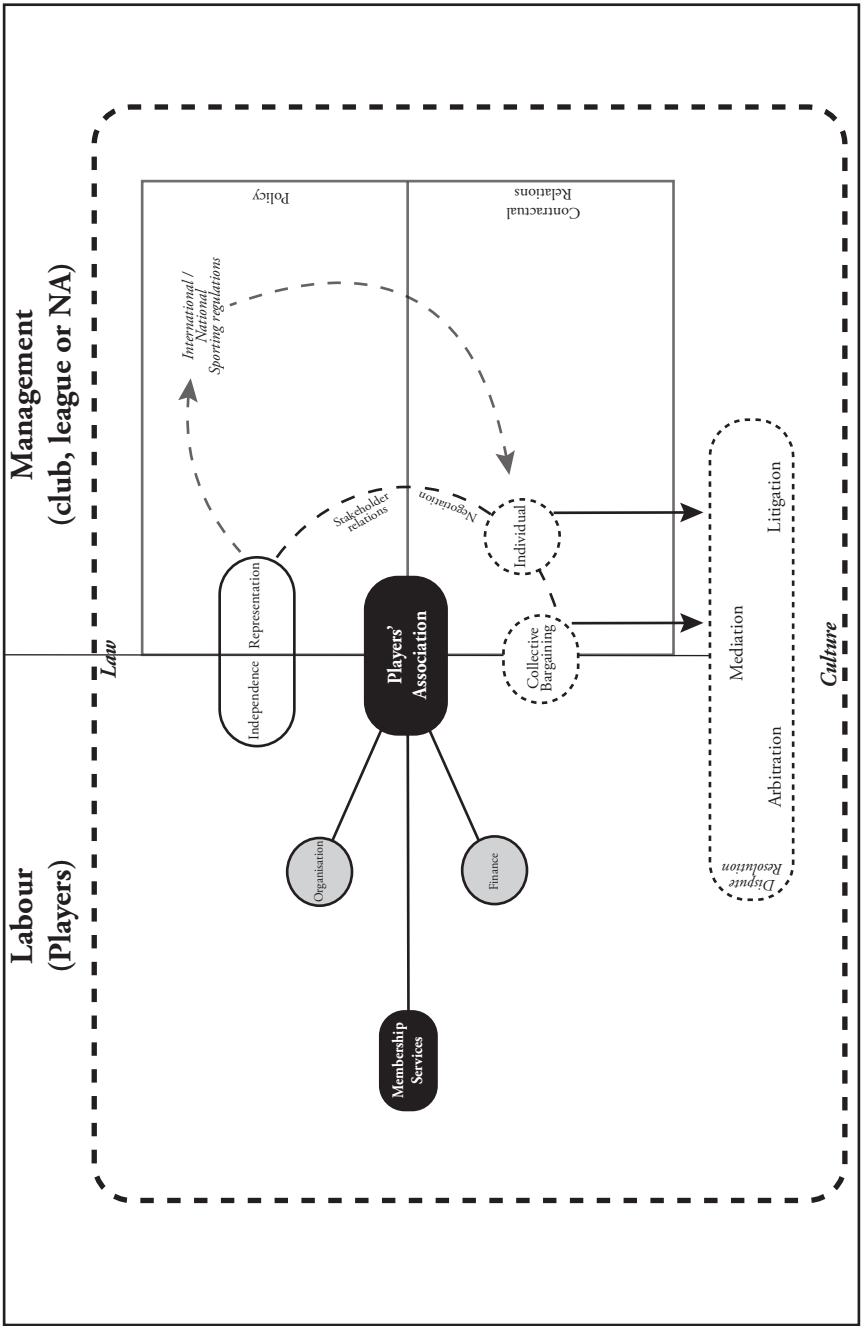
The other main function of the players' association is engaging and negotiating in the area of 'contractual relations' as seen in the square bottom right. Similar to the 'policy' environment, the 'contractual relations' environment is influenced by the legal and cultural context which can be of international or national nature. In this area, two types of negotiation exist: the players' association negotiates with management collectively while players do so on an individual basis. As shown by the circle, the collective negotiation (which includes CBAs) straddles the line between labour on the left and management on the right. The individual negotiation (circle to the right) is under-

taken by players themselves though often supported by a players' association as discussed earlier. This process is largely conditioned by the 'International/National sporting regulations' issued by decision-making bodies - such as FIFA's RSTP, as shown by the arrow connecting the two.

As discussed in the prior chapters, negotiation in contractual relations does not always happen without conflict. In the case of a dispute, there are various instruments available. When a dispute arises in either individual or collective negotiation this leads to one of three types of dispute resolution as illustrated in the elongated oval at the bottom: mediation, arbitration or litigation. These three instruments are, just like everything else, conditioned by the legal and cultural context. For example, some may be legally required such as mediation in New Zealand.

Finally, returning to the players' association, there are two circles to the left, one for 'Organisation' and one for 'Finance', again shaped by the legal and cultural context. Each players' association has its own structure as a registered union, association or both. They rely on various levels of staff and a mix of in-house and external legal counsel. 'Organisation' also includes the type of structure and different categories of representation of players within the players' association as discussed in Chapter II. While the research did not specifically cover the financing of players' associations, we did uncover different models including ones where the NA pays the players' association a specific fee per national team player per day to help fund the organisation or, alternatively, a percentage of domestic transfer fees or top tier league broadcast income being shared with the players' association.

Figure n°30: Player-Management governance relationship and negotiation framework (complete)



In describing the above relationship it can be either adversarial or collaborative. To wit, the USMNSTPA explained that its recognition by the USSF was forced upon the NA due to labour action subsequent to players' attempts at negotiation.⁵⁵ In 1997, the National Labor Relations Board, the US government agency responsible for enforcing labour law, supported the US national team players' claims for unfair labour charges and union recognition. It was this proceeding that led to the first CBA between the national team players' association and the USSF. Indeed, the role of a non-sport regulator or legislator can be essential in defining the management-labour relationship without which the professional football sector may remain locked in a standstill, for example in the case of Croatia.⁵⁶

But the relationship does not always have to be adversarial. In his book on labour relations in sports Staudohar (1996: 174-6) has explained how the labour relationship can move away from an 'adversary model' to what he has called a 'synthesizing model'. While Staudohar discussed the four other main American sports without reference to football, some principles can certainly be transferred to football. In short, even if this collaborative model recognizes the competition between labour and management for the proverbial shares of the pie, it also maintains a commitment to increasing the size of the pie itself.

Football in New Zealand is an interesting example of this synthesis model. The NZPFA explained how the players' association and the NA are engaged in a joint-venture where each party invests in qualifying for the World Cup. The NZPFA contributes a significant amount to the travel budget for the men's national team in hopes that the joint investment can help the team get at least to the intercontinental play-off match and ultimately qualify. This also includes involving the players' association in planning the advertising campaign for the play-off match so the players have a say and giving them some joint ownership of the entire project.

There are many examples of collaborative work between players' associations and clubs, leagues and NAs. At the start of the Premier League season

55 Email correspondence with USMNSTPA, 31 August 2016.

56 Smokvina has explained that Croatia has not recognised the employment status of players in the country. Despite a first meeting for social dialogue at national level in 2013 subsequent to the Autonomous Agreement of 2012 between UEFA, EPFL, ECA and FIFPro, there has been no further implementation. Smokvina argues that the professional football sector needs assistance from outside football with labour law issues. See Smokvina, V. 2016: 'New issues in the labour relationships in professional football: social dialogue, implementation of the first autonomous agreement in Croatia and Serbia and the new sports labour law cases', *International Sports Law Journal*, 15, 159-71.

there are joint meetings with referees, managers, the league itself, as the different stakeholders collaborate with the PFA. Similarly, the JPFA noted its work holding joint seminars with the J. League and JFA, while Spillerforeningen works as an intermediary in finding medical support for players across all clubs for the benefit of both sides. On the post-career side, the NZPFA runs a programme jointly sponsored by the NA called 'Life after football' which provides career counselling for each national team member.

While the list of recurring issues discussed in Chapter IV suggests that there may be continual friction between players' associations and management, the evidence for collaborative work between them – especially in countries growing their professional game – may be a portent of a more successful cooperative approach that will grow the pie in professional football worldwide for the benefit of all the game's stakeholders.

But just how can this be accomplished? As mentioned at the start of this chapter, a shift away from a strict pyramidal approach of the governance of the professional game to one which instils an open culture of labour negotiations would be a first step. At national level, this could take the form of the NA serving as an independent regulatory body with the players' association representing employees and the clubs/leagues representing employers, something which is already the case in a number of countries. Each side controls the other party with checks and balances. For example, SIFUP highlighted how it serves as a control body and when necessary takes issues to the NA as the regulator.

This is not to say that the representation of players within the political decision-making structures is to be ignored. The pyramid obviously has a place in the governance of the game. But in the management of labour relations issues, as seen in the many examples from the research here, there is space for adding a layer of 'horizontal' governance with an overarching regulator.

The governance relationship does not have to stop at checks and balances. Indeed, the move from a strict pyramid to negotiation can also include the collaborative approach mentioned above. This may well strengthen the game as a whole, as with the MLS Disciplinary committee, for example. Responsible for sanctions regarding on pitch conduct and issuing suspensions and fines, the body is almost exclusively composed of former players or those who represent their interests, albeit independent without a conflict of interest. Such a collaborative effort between the league and the players may well serve to give greater legitimacy to these key decisions and reduce at least one potential area of conflict between management and labour.

Implementing a governance relationship similar to the one in Figure 30 may be challenging where there is no players' association in the country or, for that matter, if there is more than one as for example in Nigeria. The split between the two (NANPF and NANF) appears to be the result of internal political issues.⁵⁷ With one players' association (NANPF) recognized by both the NFF and the Nigerian Premier League while the other is not (NANF), it is unclear to what extent, if at all, the two work together in the interests of all professionals. However, having two unions can work in some cases. In Holland the presence of VVCS and Proprof does not appear to reduce their influence in negotiating with the club organisation FBO as both players' associations are equal signatories on the CBA.⁵⁸

Returning to the overall picture of the governance relationships, the ultimate question is what this layer of 'horizontal' governance looks like and how labour relations in football can be conceptualized in a simple model which outlines the different actors and processes for collective bargaining. Player-management issues for individual contract negotiation are not the focus here. The model below presents the three key actors: the regulator, management and labour.⁵⁹ The 'Regulator' includes on the one hand the government, national and international legislation and justice, and on the other hand the 'sporting regulator' which can be FIFA, a confederation or NA depending on the level. In Europe, for example, UEFA plays a role as a sporting regulator for continental issues while at national level, the NA will be the main regulatory body. 'Management' is the employer side whether it is a club, group of clubs, a league or in more exceptional cases, the NA itself. 'Labour' is simply the national players' association. If we were to consider the global level, FIFA serves as the principal sporting regulator while FIFPro represents the labour side. However, what is missing at worldwide level is a body on the management side since there is no truly global football employer body representing clubs and leagues. It is outside the scope of this book to consider what a global CBA could actually look like or how it would function since that would be the topic of a further complex analysis of the international legal landscape.

Returning to the model, all three actors are involved in the 'Labour relations negotiation process' which includes many elements described above (e.g.

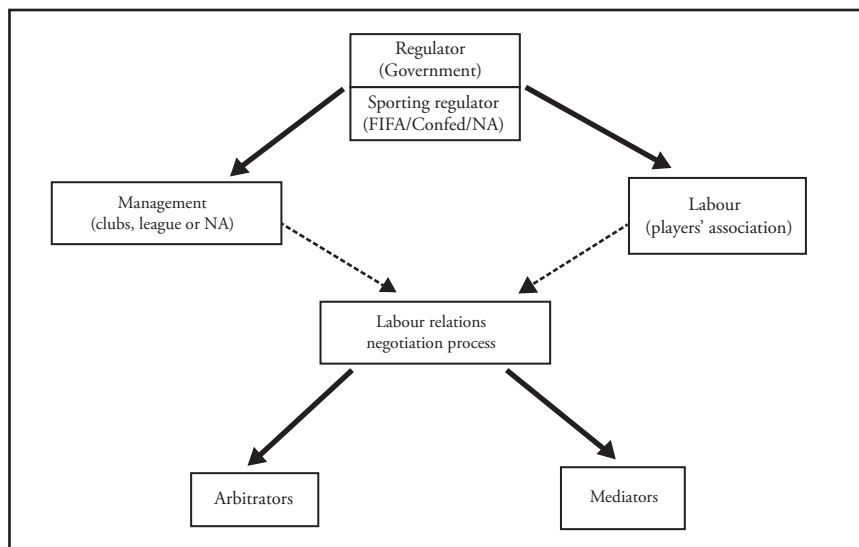
57 <http://guardian.ng/sport/division-in-nanf-brought-suffering-to-ex-players-says-ku-beinje/> (last consultation 11 January 2017)

58 See FBO, VVCS and ProProf, Collective labour agreement for professional football contract players in the Netherlands 2014 – 2018.

59 This model is adapted to football from Staudohar's 'Model of Labor Relations', p. 7.

CBAs, MoUs, standard contracts, CMRs). The final pair of actors involved are 'Arbitrators' and 'Mediators'. In regards to these, perhaps not enough attention has been given to mediation. Arbitration appears to be more common notwithstanding the potential benefits of mediation as highlighted in the case of New Zealand. Indeed, Besson (2015) has highlighted some of the limits of arbitration and Grabowski (2014) has argued for a wider application of mediation for resolving sports disputes, citing the success of the 2013 mediation ending the National Hockey League lockout. He notes that even in the context of detailed CBAs with arbitration clauses, mediation may assist sports in resolving labour disputes by allowing for more win-win scenarios, something else which could contribute to 'collaborative governance'.

Figure n°31: Global Player-Management governance and negotiation relationship model



In sum, the above models identify a set of actors, depict a clear process and address the labour-management relationships based on what practices exist around the world in the area of labour relations. Similarly to those outlined in the first two Governance studies, the models here does not supplant the traditional pyramid structure in football governance. Rather, they conceptualize how labour relations are managed in practice and demonstrate how a layer of 'horizontal' governance already functions in addressing the specific needs of the professional actors of the global football pyramid.

VII. Bibliography

As mentioned in the introduction, for many questions we relied on confederation, country specific NA and league statutes, regulations, licensing manuals, collective bargaining agreements, players' associations' organisational charts, annual reports, official webpages and FIFA circular letters in order to triangulate the questionnaire data which appears in the comparative tables and graphs. In addition to these sources, the following references were also used and may provide useful additional reading.

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VII. Appendices

The appendices include an overview of NA, league and players' associations responses, as well as samples of the full questionnaires sent to all NAs, leagues and players' associations.

1. NA responses

Table n°33: NA responses

National Association		
White: completed questionnaire (incl. partially completed)		
Black: did not return the questionnaire		
Confederation	Country	
AFC	Australia	Football Federation Australia (FFA)
AFC	India	All India Football Federation (AIFF)
AFC	Indonesia	Persatuan Sepakbola Seluruh Indonesia (PSSI)
AFC	Japan	Japan Football Association (JFA)
AFC	Palestine	Palestinian Football Association (PFA)
AFC	South Korea	Korea Football Association (KFA)
AFC	Saudi Arabia	Saudi Arabian Football Federation (SAFF)
AFC	UAE	United Arab Emirates Football Association (UAEFA)
CAF	Botswana	Botswana Football Association (BFA)
CAF	Cameroon	Fédération Camerounaise de Football (FECAFOOT)
CAF	Côte d'Ivoire	Fédération Ivoirienne de Football (FIF)
CAF	Egypt	Egyptian Football Association (EFA)
CAF	Ghana	Ghana Football Association (GFA)
CAF	Kenya	Football Kenya Federation (FKF)
CAF	Morocco	Fédération Royale Marocaine de Football (FRMF)
CAF	Namibia	Namibia Football Association (NFA)
CAF	Nigeria	Nigeria Football Federation (NFF)
CAF	South Africa	South African Football Association (SAFA)
CONCACAF	Canada	Canadian Soccer Association (CSA)
CONCACAF	Costa Rica	Federación Costarricense de Fútbol (FEDEFUTBOL)
CONCACAF	Guatemala	Federación Nacional de Fútbol de Guatemala (FEDEFUTGUATE)
CONCACAF	Jamaica	Jamaica Football Federation (JFF)
CONCACAF	Mexico	Federación Mexicana de Fútbol Asociación (FEMEXFUT)
CONCACAF	Trinidad and Tobago	Trinidad and Tobago Football Association (TTFA)
CONCACAF	United States	United States Soccer Federation (USSF)
CONMEBOL	Argentina	Asociación del Fútbol Argentino (AFA)

		National Association
		White: completed questionnaire (incl. partially completed)
		Black: did not return the questionnaire
Confederation	Country	
CONMEBOL	Chile	Federación de Fútbol de Chile (FFC)
CONMEBOL	Colombia	Federación Colombiana de Fútbol (FCF)
OFC	New Zealand	New Zealand Football (NZF)
OFC	Tahiti	Fédération Tahitienne de Football (FTF)
UEFA	Croatia	Hrvatski Nogometni Savez (HNS)
UEFA	Denmark	Dansk Boldspil-Union (DBU)
UEFA	England	The Football Association (FA)
UEFA	France	Fédération Française de Football (FFF)
UEFA	Germany	Deutscher Fußball-Bund (DFB)
UEFA	Italy	Federazione Italiana Giuoco Calcio (FIGC)
UEFA	Netherlands	Koninklijke Nederlandse Voetbalbond (KNVB)
UEFA	Norway	Norges Fotballforbund (NFF)
UEFA	Romania	Federația Română de Fotbal (FRF)
UEFA	Spain	Real Federación Española de Fútbol (RFEF)

2. League responses

Table n°34: League responses

		League
		White: completed questionnaire (incl. partially completed)
		Grey: questionnaire received but not used
		Black: did not return the questionnaire
Confederation	Country	
AFC	Indonesia	Liga Indonesia
AFC	Japan	J. League
AFC	Japan - Women	Nadeshiko League
AFC	South Korea	K League
AFC	South Korea - Women	WK League
CAF	Botswana	Botswana Premier League (BFA)
CAF	Cameroon	Ligue de Football Professionnel du Cameroun
CAF	Kenya	Kenyan Premier League
CAF	Nigeria	Nigeria Professional Football League
CAF	South Africa	National Soccer League
CONCACAF	Costa Rica	UNAFUT
CONCACAF	Costa Rica - Women	ADELIFFE (UNIFFUT)
CONCACAF	Guatemala	Liga Nacional de Fútbol de la República de Guatemala
CONCACAF	Jamaica	Professional Football Association of Jamaica
CONCACAF	Mexico	Liga MX
CONCACAF	United States	Major League Soccer
CONCACAF	United States - Women	National Womens Soccer League
CONCACAF	Trinidad and Tobago	TT Pro League

		League
		White: completed questionnaire (incl. partially completed)
		Grey: questionnaire received but not used
		Black: did not return the questionnaire
Confederation	Country	
CONMEBOL	Chile	Asociación Nacional de Fútbol Profesional
CONMEBOL	Colombia	DIMAYOR
UEFA	Denmark	Divisions Foreningen
UEFA	England	The Premier League
UEFA	France	Ligue de Football Professionnel
UEFA	Germany	Ligaverband
UEFA	Netherlands	Eredivisie CV
UEFA	Italy	Lega Serie A
UEFA	Romania	Liga Profesionistă de Fotbal
UEFA	Spain	Liga Nacional de Fútbol Profesional

3. Players' Association responses

Table n°35: Players' Associations responses

		Player's Association/Union
		White: completed questionnaire (incl. partially completed)
		Black: did not return the questionnaire
Confederation	Country	
AFC	Australia	Professional Footballers Australia (PFA)
AFC	India	Football Players Association of India (FPAI)
AFC	Indonesia	Asosiasi Pesepakbola Profesional Indonesia (APPI)
AFC	Japan	Japan Pro-footballers Association (JPFA)
AFC	Palestine	Professional Footballers Association Palestine (PFAP)
AFC	South Korea	FIFPro Korea
CAF	Botswana	Footballers Union Botswana (FUB)
CAF	Cameroon	Syndicat National des Footballeurs Camerounais (SYNAFOC)
CAF	Côte d'Ivoire	Association des Footballeurs Ivoiriens (AFI)
CAF	Egypt	Egyptian Professional Footballers Association (EPFA)
CAF	Ghana	Professional Footballers Association of Ghana (PFAG)
CAF	Kenya	Kenya Footballers Welfare Associations (KEFWA)
CAF	Morocco	Union Marocaine des Footballeurs Professionnels (UMFP)
CAF	Namibia	Namibia Football Players Union (NAFPU)
CAF	Nigeria	National Association of Nigeria Footballers (NANF)
CAF	Nigeria	National Association of Nigeria Professional Footballers (NANPF)
CAF	South Africa	South African Football Players Union (SAFPU)
CONCACAF	Costa Rica	Asociación de Jugadores Profesionales (ASOJUPRO)
CONCACAF	Guatemala	Asociación de Futbolistas Guatemaltecos (AFG)
CONCACAF	United States	MLS Players Union (MLSPU)
CONCACAF	United States	United States Men's National Soccer Team Players Association (USMNSTPA)
CONCACAF	United States	United States Women's National Soccer Team Players Association (USWNSTPA)

Confederation	Country	Player's Association/Union
		White: completed questionnaire (incl. partially completed) Black: did not return the questionnaire
CONMEBOL	Argentina	Futbolistas Argentinos Agremiados (FAA)
CONMEBOL	Chile	Sindicato Intempresa de Futbolistas Profesionales de Chile (SIFUP)
CONMEBOL	Colombia	Asociación Colombiana de Futbolistas Profesionales (ACOLFUTPRO)
OFC	New Zealand	New Zealand Professional Footballers' Association (NZPFA)
UEFA	Croatia	Hrvatska Udruga Nogometni Sindikat (HUNS)
UEFA	Denmark	Spillerforeningen
UEFA	England	The Professional Footballers' Association of England & Wales (PFA)
UEFA	France	Union Nationale des Footballeurs Professionnels (UNFP)
UEFA	Germany	Vereinigung der Vertragsfußballspieler e. V. (VDV)
UEFA	Italy	Associazione Italiana Calciatori (AIC)
UEFA	Netherlands	Vereniging van Contractspelers (VVCS)
UEFA	Norway	Norske Idrettsutøveres Sentralorganisasjon (NISO)
UEFA	Romania	Asociația Fotbaliștilor Amatori Și Nonamatori (AFAN)
UEFA	Spain	Asociación de Futbolistas Españoles (AFE)

3. National Association questionnaire

A. Organisational information

- How many professional division are affiliated to your organisation?
- How many professional clubs are affiliated to your organisation?
- How many professional players are affiliated to your organisation (number of player registrations)?

B. Representation of players in organisational bodies

- Are professional players directly represented in one or more bodies within your organisation (general assembly, executive committee/board, other committees, etc.)?
- General assembly: Please complete the table below indicating which categories of professional players are represented and their voting power. If players are represented generally (without quotas for specific categories), then please complete the last line only.

Player categories	Representation		Influence (player votes/total votes)
	Yes	No	
National team players (men)			
National team players (women)			
Professionals (men)			
Professionals (women)			
Players (no distinction)			

- Executive Committee: Please complete the table below indicating which categories of professional players are represented and their voting power. If players are represented generally (without quotas for specific categories), then please complete the last line only.

Player categories	Representation		Influence (player votes/total votes)
	Yes	No	
National team players (men)			
National team players (women)			
Professionals (men)			
Professionals (women)			
Players (no distinction)			

- Other committees: if players are represented in other committees (disciplinary, appeals, players' status...), please indicate the name of the committee and which categories of players are represented.
- Are there specific regulations which require clubs to include player representatives in their internal club decision making bodies/committees?
- Do any of your affiliated clubs have player representatives in their internal club decision making bodies/committees? If yes, could you provide some examples (which clubs, how the players are represented and in which bodies)?
- Does your organisation maintain links with ex-professionals or ex-internationals? If yes, how are these links organised?
 - Ex-players represented in the internal bodies of your organisation
 - Ex-players as ambassadors of your organisation
 - Ex-players participate in a non-official team ("Stars/Legends") organised by your organisation (for example for charity or other events)

- Other (clarify: informal relationship, ex-players as advisors or invited experts, etc)

C. Legal basis for relationships between players and league/national association

- Do any non-sport organisations regulate the status and rights of players in your country (governmental agency, non-sporting unions...)? If yes, which organisation?
- Which key legal texts/agreements (regulating the rights/obligations of players in your country) are actually written by the above-mentioned non-sport organisations? (ex.: national trade union agreement, national law on sport)
- Does your organisation participate in drafting the above-mentioned texts/agreements? If yes, how?
- Do the players themselves participate in the drafting of these texts/agreements? If yes, how?
- Is there a Collective Bargaining Agreement (CBA) in your country? If yes, who are the parties signing the agreement?
- What are the points covered in the CBA?
- Does the CBA include provisions for national team players?
- Is there a standard professional player contract that clubs (or league or national association if they are the organisation employing the players) must use? If yes, which organisations draft the standard contract (league, national association, players' association, sport ministry, etc.)?
- How are the contractual issues (compensation, image rights, etc.) managed for players selected for the national team?
 - Individually with the player
 - Collectively with a body that represents all national team players
 - With the player's club
 - Other

D. Examples of rights/obligations for players in your organisation's competitions

- Professional players sign a contract with:
 - Club
 - League
 - National Association
 - Other
- The following list includes examples of player's rights (employer's obligations) that can be included in a professional player's contract. The

employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:

- Salary
 - Length of contract
 - Other forms of compensation (car, accomodation)
 - Payment schedule
 - Other parties to the contract (agent, parent for a minor)
 - Health insurance
 - Contribution for social security/retirement
 - Guaranties for education/training for young players
 - Taxation
 - Leave/holidays
 - Confidentiality/protection of personal health data
 - Respect for human rights (free expression, non-discrimination)
 - Anti-doping
 - Player's right to a second medical opinion
- The following list includes examples of employer's rights (player's obligations) that can be included in a professional player's contract. The employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:
- Commitment to play to best of his/her ability
 - Commitment to train and prepare following the technical staff's direction
 - Healthy lifestyle
 - Participate in club events (sporting, commercial or community)
 - Obey club rules
 - Behave in a "sporting manner"
 - Abstain from other football or potentially dangerous activities
 - Notify the club in case of illness or injury
 - Not to undergo medical treatment without prior information to the club doctor
 - Not to gamble or undertake related activities
- The following list includes examples other provisions that can be included in a professional player's contract. Please check all topics that are generally included in players' contracts in your country:
- Applicable law
 - Jurisdiction
 - Confidentiality

E. Procedures in case of dispute (contractual problems, unpaid salary, transfers etc.)

- Please briefly explain the usual procedure in the case of a dispute between a professional player and his/her club (or league if the league is the employer): (example: will the dispute will go to national arbitration tribunal or civil court?)
- Please briefly explain the usual procedure in the case of a dispute between a national team player and his/her national association (example: will the dispute will go to national association committee, arbitration tribunal or civil court?)
- Does the player have a right to appeal decisions/sanctions imposed by his/her:
 - club (or league if the league is the employer)?
 - national association (when the player is in the national team)?

F. Players' associations/unions

- Please list the names of the players' association(s)/union(s) that exist in your country, if they are affiliated to your organisation, and which categories of players they represent:
- Does your organisation have cooperation agreements/memoranda of understanding with the above-mentioned players' associations/unions? If yes, please list the name of the players' associations/unions and the type of joint agreement (directive, accords, CBA, etc.).

4. League questionnaire

A. Organisational information

- How many professional division are affiliated to your organisation?
- How many professional clubs are affiliated to your organisation?
- How many professional players are affiliated to your organisation (number of player registrations)?

B. Representation of players in organisational bodies

- Are professional players directly represented in one or more bodies within your organisation (general assembly, executive committee/board, other committees, etc.)?
- General assembly: Are professional players directly represented in your organisation's general assembly? If yes, what is their voting power compared to the total number of votes?
- Executive Committee: Are professional players directly represented in your organisation's executive committee/board? If yes, what is their voting power compared to the total number of votes?
- Other committees: If players are represented in other committees (disciplinary, appeals, players' status...), please indicate the name of the committee and which categories of players are represented.
- Are there specific regulations which require clubs to include player representatives in their internal club decision making bodies/committees?
- Do any of your affiliated clubs have player representatives in their internal club decision making bodies/committees? If yes, could you provide some examples (which clubs, how the players are represented and in which bodies)?
- Does your organisation maintain links with ex-professionals or ex-internationals? If yes, how are these links organised?:
 - Ex-players represented in the internal bodies of your organisation
 - Ex-players as ambassadors of your organisation
 - Ex-players participate in a non-official team ("Stars/Legends") organised by your organisation (for example for charity or other events)
 - Other (clarify: informal relationship, ex-players as advisors or invited experts, etc)

C. Legal basis for relationships between players and league/national association

- Do any non-sport organisations regulate the status and rights of players in your country (governmental agency, non-sporting unions...)? If yes, which organisation?
- Which key legal texts/agreements (regulating the rights/obligations of players in your country) are actually written by the above-mentioned non-sport organisations? (ex.: national trade union agreement, national law on sport)
- Does your organisation participate in drafting the above-mentioned texts/agreements? If yes, how?

- Do the players themselves participate in the drafting of these texts/agreements? If yes, how?
- Is there a Collective Bargaining Agreement (CBA) in your country? If yes, who are the parties signing the agreement and what are the points covered in the CBA?
- Is there a standard professional player contract that clubs (or league or national association if they are the organisation employing the players) must use? If yes, which organisations draft the standard contract (league, national association, players' association, sport ministry, etc.)?

D. Examples of rights/obligations for players in your organisation's competitions

- Professional players sign a contract with:
 - Club
 - League
 - National Association
 - Other
- The following list includes examples of player's rights (employer's obligations) that can be included in a professional player's contract. The employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:
 - Salary
 - Length of contract
 - Other forms of compensation (car, accomodation)
 - Payment schedule
 - Other parties to the contract (agent, parent for a minor)
 - Health insurance
 - Contribution for social security/retirement
 - Guaranties for education/training for young players
 - Taxation
 - Leave/holidays
 - Confidentiality/protection of personal health data
 - Respect for human rights (free expression, non-discrimination)
 - Anti-doping
 - Player's right to a second medical opinion
- The following list includes examples of employer's rights (player's obligations) that can be included in a professional player's contract. The employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:

- Commitment to play to best of his/her ability
- Commitment to train and prepare following the technical staff's direction
- Healthy lifestyle
- Participate in club events (sporting, commercial or community)
- Obey club rules
- Behave in a "sporting manner"
- Abstain from other football or potentially dangerous activities
- Notify the club in case of illness or injury
- Not to undergo medical treatment without prior information to the club doctor
- Not to gamble or undertake related activities
- The following list includes examples other provisions that can be included in a professional player's contract. Please check all topics that are generally included in players' contracts in your country:
 - Applicable law
 - Jurisdiction
 - Confidentiality

E. Procedures in case of dispute (contractual problems, unpaid salary, transfers etc.)

- Please briefly explain the usual procedure in the case of a dispute between a professional player and his/her club (or league if the league is the employer): (example: will the dispute will go to national arbitration tribunal or civil court?)
- Does the player have a right to appeal decisions/sanctions imposed by his/her club (or league if the league is the employer)?

F. Players' associations/unions

- Please list the names of the players' association(s)/union(s) that exist in your country, if they are affiliated to your organisation, and which categories of players they represent:
- Does your organisation have cooperation agreements/memoranda of understanding with the above-mentioned players' associations/unions? If yes, please list the name of the players' associations/unions and the type of joint agreement (directive, accords, CBA, etc.).

5. Players' Association questionnaire

A. Information on the organisation and membership

- What is your organisation's full name?
- What is the legal form of your organisation?
 - Association
 - Union
 - Commission/committee belonging to another organisation (in this case please state which organisation)
 - Other
- Do you have administrative offices? If yes, how many staff (full time and part time)?
- In what city is your organisation located?
- Do you have (an) in-house lawyer(s) or do you only use outside legal counsel?
- What are your organisation's aims/mission?
- Is your organisation a member of a national trade union in your country?
- (Non-FIFPro player unions) Is your organisation a member of another organisation (national football association, league, etc.) or is it independent?
- Does your organisation represent the following types of players?

	Category	Representation	
		Yes	No
Domestic players in your country (<i>players with the nationality of your country</i>)	Professionals in 1st division (men)		
	Professionals in lower divisions (men)		
	Ex/retired professionals (men)		
	Professionals in 1st division (women)		
	Professionals in lower divisions (women)		
	Ex/retired professionals		

Foreign players in your country (<i>players with the nationality dif- ferent than your country</i>)	Category	Representation	
		Yes	No
	Professionals in 1st division (men)		
	Professionals in lower divisions (men)		
	Ex/retired professionals (men)		
	Professionals in 1st division (women)		
	Professionals in lower divisions (women)		
National team players playing in your country	Category	Representation	
		Yes	No
	National team players (men)		
National team players playing in your country	Category	Representation	
		Yes	No
	National team players (men)		
National team players playing in your country	Category	Representation	
		Yes	No
	National team players (men)		
Ex/retired national team players	Category	Representation	
		Yes	No
	Ex/retired national team players (men)		
Ex/retired national team players	Category	Representation	
		Yes	No
	Ex/retired national team players (women)		

- Is there specific representation for national team players in your country (a special group/association/agreement)? If yes, please explain.
- When a player moves to another country/league, does he/she stay a member of your organisation?

B. Representation of your players' organisation in other football organisations

- Is your organisation represented in one of the following:
 - National football association
 - National league
 - Other football organisation(s). Please specify.
- Please indicate how your organisation is represented in the above mentioned organisations in terms of:

- Organ/level (e.g. General Assembly)
- Legal basis (e.g. statutes, MoU)
- Influence
- Has your organisation signed agreements with other national or international football organisations? If yes, please list the organisations, the type of agreement as well as the key points covered in the agreement (e.g. CBA with the league regarding player contracts, length, salaries,...).

C. Internal management, organisational structure and key issues

- What is the structure of your organisation? (e.g. individual members, a Board, a CEO or General Secretary,...)
- How are your board members chosen? (e.g. elected by players/membership, designated by an external control body, or some other method)
- Does your Board have representation for specific player categories? If yes, indicate the voting power of the following categories (e.g. 4/16 votes, please indicate as well categories without voting power/observers)
 - Professionals (men)
 - National team players (men)
 - Ex/retired players (men)
 - Professionals (women)
 - National team players (women)
 - Ex/retired players (women)
 - Independent non-player members (business owner, lawyer, other)
 - Other members (please describe)
- Is there a standard player contract in use in your country?
- The following list includes examples of player's rights (employer's obligations) that can be included in a professional player's contract. The employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:
 - Salary
 - Length of contract
 - Other forms of compensation (car, accomodation)
 - Payment schedule
 - Other parties to the contract (agent, parent for a minor)
 - Health insurance
 - Contribution for social security/retirement
 - Guaranties for education/training for young players
 - Taxation

- Leave/holidays
- Confidentiality/protection of personal health data
- Respect for human rights (free expression, non-discrimination)
- Anti-doping
- Player's right to a second medical opinion
- The following list includes examples of employer's rights (player's obligations) that can be included in a professional player's contract. The employer can be a club/league/national association. Please check all topics that are generally included in a player's contract in your country:
 - Commitment to play to best of his/her ability
 - Commitment to train / prepare following the technical staff's direction
 - Healthy lifestyle
 - Participate in club events (sporting, commercial or community)
 - Obey club rules
 - Behave in a "sporting manner"
 - Abstain from other football or potentially dangerous activities
 - Notify the club in case of illness or injury
 - Not to undergo medical treatment without prior information to the club doctor
 - Not to gamble or undertake related activities
- The following list includes examples other provisions that can be included in a professional player's contract. Please check all topics that are generally included in players' contracts in your country:
 - Applicable law
 - Jurisdiction
 - Confidentiality
- What is the role of your organisation in the relationship and individual contract negotiations between the player and his/her employer (club/league/national association)? Is this different for men and women players? Is this different for collective bargaining negotiations?
- What is the role of your organisation in the relationship and individual contract negotiations between the national team player and national federation? Is this different for men and women players? Is this different for collective bargaining negotiations?
- What is the role of your organisation in the case of a dispute between a player and his/her employer (club/league/national association)?
- What is the role of your organisation in the case of a dispute between

a national team player and his/her national association?

- What are the three most recurring issues for your players' organisation? (e.g. unpaid/problems with wages/salaries, termination of contracts, insurance, issues regarding transfers/loans,...)

6. FIFA Rankings

This is the FIFA Men's ranking from 14th of July 2016 used as the basis for the three ranking groups.

Table n°36: FIFA Men's Ranking (14 July 2016)

Rank	Country name	Points	Rank	Country name	Points
1	Argentina	1585	24	Romania	856
2	Belgium	1401	25	USA	855
3	Colombia	1331	26	Netherlands	848
4	Germany	1319	27	Costa Rica	840
5	Chile	1316	28	Northern Ireland	822
6	Portugal	1266	29	Bosnia and Herzegovina	813
7	France	1189	30	Ukraine	801
8	Spain	1165	31	Republic of Ireland	800
9	Brazil	1156	32	Algeria	781
10	Italy	1155	33	Czech Republic	768
11	Wales	1137	34	Peru	765
12	Uruguay	1130	35	Côte d'Ivoire	751
13	England	1107	36	Ghana	749
14	Mexico	1044	37	Albania	739
15	Croatia	1022	38	Russia	728
16	Poland	1011	39	Iran	674
17	Ecuador	1002	40	Sweden	656
18	Switzerland	957	41	Senegal	651
19	Turkey	915	42	Paraguay	636
19	Hungary	915	43	Egypt	632
21	Austria	875	44	Denmark	630
22	Iceland	871	45	Tunisia	627
23	Slovakia	867	46	Venezuela	621

Rank	Country name	Points
47	Serbia	612
48	Korea Republic	592
49	Norway	588
50	Scotland	584
51	Panama	580
52	Greece	579
53	Cameroon	575
54	Morocco	574
55	Jamaica	573
56	Uzbekistan	569
57	Japan	564
58	Trinidad and Tobago	558
59	Australia	555
59	Congo DR	555
61	Mali	546
62	Cape Verde Islands	545
63	Guinea	544
64	Slovenia	542
65	Saudi Arabia	540
65	Finland	540
67	South Africa	530
68	Benin	525
69	Uganda	522
70	Congo	514
70	Nigeria	514
72	Belarus	507
73	Burkina Faso	487
74	United Arab Emirates	484
75	Guinea-Bissau	482
76	Israel	471
77	Bulgaria	446
78	Jordan	438
79	Qatar	425
80	St. Kitts and Nevis	423
81	China PR	422
82	Honduras	398

Rank	Country name	Points
83	Antigua and Barbuda	393
84	Equatorial Guinea	389
85	Cyprus	387
86	Central African Republic	386
86	Kenya	386
88	Zambia	385
89	Botswana	378
90	Sierra Leone	376
90	Guatemala	376
92	Liberia	370
93	Libya	366
93	New Zealand	366
95	Montenegro	365
96	Mozambique	362
97	Kazakhstan	359
98	Gabon	355
99	Iraq	354
100	Canada	350
100	Haiti	350
102	Armenia	348
103	Swaziland	344
104	Syria	341
104	Kyrgyzstan	341
106	Nicaragua	340
106	Oman	340
108	Togo	339
109	Bolivia	338
109	Latvia	338
111	Rwanda	334
112	Zimbabwe	332
112	Puerto Rico	332
114	Chad	326
114	Palestine	326
116	Estonia	323
117	Korea DPR	320
118	Georgia	318

Rank	Country name	Points
119	Mauritania	317
120	Turkmenistan	312
121	Cuba	305
121	Thailand	305
123	Tanzania	300
124	Namibia	298
125	El Salvador	297
125	Burundi	297
127	Lithuania	293
128	Bahrain	289
129	Guyana	280
130	Niger	277
131	Madagascar	273
132	Ethiopia	270
133	Malawi	269
134	Curaçao	261
135	Philippines	256
136	Faroe Islands	254
137	Azerbaijan	253
137	Angola	253
139	Dominican Republic	243
139	FYR Macedonia	243
139	Vietnam	243
142	Sudan	229
142	Mauritius	229
144	Kuwait	223
145	Tajikistan	220
146	Luxembourg	219
147	Aruba	216
148	Hong Kong	213
149	Lebanon	208
150	Afghanistan	206
151	Lesotho	204
152	India	200
153	South Sudan	197
153	São Tomé e Príncipe	197

Rank	Country name	Points
155	Comoros	191
156	Barbados	182
156	St. Vincent and the Grenadines	182
158	Singapore	175
159	Grenada	171
160	Myanmar	167
161	New Caledonia	162
162	Yemen	160
163	Gambia	154
164	Papua New Guinea	152
164	Belize	152
166	Moldova	151
167	Malaysia	149
168	American Samoa	128
168	Cook Islands	128
170	Suriname	123
171	St. Lucia	121
172	Guam	120
173	Dominica	117
174	Maldives	115
175	Tahiti	114
176	Malta	109
177	Laos	107
178	Samoa	106
179	Vanuatu	103
180	Cambodia	95
181	Solomon Islands	92
182	Liechtenstein	88
183	Chinese Taipei	85
183	Bangladesh	85
185	Timor-Leste	84
185	Seychelles	84
187	Fiji	82
188	Bermuda	77
188	Nepal	77
190	Kosovo	66

Rank	Country name	Points
191	Indonesia	65
192	Bhutan	64
193	Sri Lanka	58
194	Pakistan	54
195	Macau	50
196	US Virgin Islands	44
196	Montserrat	44
198	Brunei Darussalam	33
199	Cayman Islands	21
200	San Marino	20
200	Turks and Caicos Islands	20
202	Mongolia	13
203	Andorra	12
204	British Virgin Islands	11
205	Anguilla	0
205	Bahamas	0
205	Djibouti	0
205	Eritrea	0
205	Somalia	0
205	Tonga	0

This is the FIFA Women's ranking from 26th of August 2016 used as the basis for the three ranking groups.

Table n°37: FIFA Women's Ranking (26 August 2016)

Rank	Country name	Points
1	USA	2137
2	Germany	2112
3	France	2046
4	Canada	2031
5	England	2021
6	Sweden	1995
7	Australia	1984
8	Japan	1982
9	Korea DPR	1952
10	Brazil	1946

Rank	Country name	Points
11	Norway	1923
12	Netherlands	1902
13	China PR	1892
14	Spain	1861
15	Switzerland	1850
16	Iceland	1849
17	Italy	1847
18	New Zealand	1846
19	Korea Republic	1843
20	Denmark	1838

Rank	Country name	Points
21	Scotland	1778
22	Russia	1762
23	Ukraine	1757
24	Colombia	1756
25	Austria	1747
26	Belgium	1737
27	Mexico	1732
28	Finland	1726
29	Costa Rica	1658
30	Republic of Ireland	1640
31	Poland	1636
32	Thailand	1634
33	Czech Republic	1632
34	Vietnam	1630
35	Wales	1605
36	Romania	1593
37	Nigeria	1592
38	Chinese Taipei	1590
39	Hungary	1566
40	Portugal	1565
41	Slovakia	1541
42	Uzbekistan	1540
43	Myanmar	1531
44	Serbia	1529
45	Trinidad and Tobago	1494
46	Ghana	1487
47	Cameroon	1484
48	South Africa	1478
49	Papua New Guinea	1473
50	Belarus	1456
51	Ecuador	1451
52	Equatorial Guinea	1446
53	Croatia	1427
54	Jordan	1423
55	Iran	1418
56	Israel	1414

Rank	Country name	Points
57	India	1412
58	Turkey	1409
59	Slovenia	1405
60	Bosnia and Herzegovina	1403
61	Northern Ireland	1394
62	Côte d'Ivoire	1386
63	Greece	1378
63	Venezuela	1378
65	Haiti	1372
66	Kazakhstan	1355
67	Jamaica	1352
68	Hong Kong	1347
69	Bulgaria	1344
70	Indonesia	1321
71	Tunisia	1313
72	Philippines	1312
73	Morocco	1299
74	Guatemala	1297
75	Faroe Islands	1296
76	Albania	1292
76	Fiji	1292
76	United Arab Emirates	1292
79	Bahrain	1288
80	Egypt	1287
80	Guam	1287
82	Algeria	1283
83	Guyana	1274
84	Laos	1273
85	Estonia	1266
86	Malaysia	1263
87	Tonga	1258
88	New Caledonia	1252
89	Senegal	1248
90	Montenegro	1225
91	Lithuania	1224
92	Mali	1222

Rank	Country name	Points
93	Cuba	1217
94	Zimbabwe	1215
95	Congo	1206
96	El Salvador	1198
97	Palestine	1192
98	Dominican Republic	1191
99	Cook Islands	1185
100	Moldova	1174
101	Larvia	1171
101	Malta	1171
103	Singapore	1159
104	Puerto Rico	1156
105	Ethiopia	1155
106	Luxembourg	1151
107	Solomon Islands	1144
108	Georgia	1141
109	Samoa	1138
110	Kyrgyzstan	1134
111	Cyprus	1124
112	Nepal	1120
113	Guinea	1077
114	Nicaragua	1073
115	FYR Macedonia	1069
116	Burkina Faso	1060
117	Gabon	1052
118	Namibia	1026
119	Zambia	1021
120	St. Lucia	989
121	Bangladesh	987
122	Sri Lanka	978
123	Lebanon	949
124	Maldives	948
125	Tanzania	947
126	St. Kitts and Nevis	942
127	Grenada	914
128	Dominica	900

Rank	Country name	Points
129	Uganda	855
130	Malawi	838
131	Swaziland	836
132	Kenya	822
133	Aruba	745
134	Botswana	732
	Argentina **	1621
	Chile **	1559
	Paraguay **	1459
	Peru **	1412
	Panama **	1363
	Uruguay **	1361
	Azerbaijan **	1341
	Tahiti **	1238
	Bolivia **	1217
	Benin **	1187
	Honduras **	1152
	Suriname **	1152
	Vanuatu **	1139
	Angola **	1134
	Congo DR **	1132
	Sierra Leone **	1132
	Armenia **	1104
	American Samoa **	1075
	Eritrea **	1060
	St. Vincent and the Grenadines **	1000
	Rwanda **	996
	Timor-Leste *	991
	Barbados **	979
	Bermuda **	943
	Guinea-Bissau **	927
	Syria **	927
	Pakistan **	926
	Afghanistan **	889
	Macau *	889
	Libya *	883

Rank	Country name	Points
	Iraq **	882
	Liberia **	877
	Mozambique **	873
	Kuwait **	870
	British Virgin Islands **	867
	Qatar **	864
	US Virgin Islands **	852
	Cayman Islands **	849
	Lesotho **	836
	Curaçao **	831
	Belize **	825
	Bhutan **	778
	Antigua and Barbuda **	767
	Andorra *	763
	Comoros **	761
	Madagascar *	714
	Turks and Caicos Islands **	704
	Mauritius *	335

*Provisionally listed due to not having played more than five matches against officially ranked teams

**Inactive for more than 18 months and therefore not ranked

Building on the two prior CIES governance studies, this is the third FIFA-mandated research analysing governance relationships in football. This book focuses on those between football's employers (clubs, leagues and even NAs) and its labour force. Based on a sample of forty countries across all six confederations and questionnaires from players' associations, leagues and national associations, this research surveys and compares the diverse 'management-labour' approaches and scenarios in both men and women's professional football worldwide.

The authors place a special focus on players' associations and highlight the variety of structures found world-wide. The findings here contribute to a better understanding of the systems, models and relationships in place around the globe when it comes to 'management' and 'labour'.

This book explores the representation of players within decision-making structures at club, league and national association level as well as the regulatory contexts and negotiation instruments linking players and management - such as collaborative agreements/MoUs, CBAs, minimum contract requirements and dispute resolution.

In addition, this study provides a first ever global exploration of some of the inner workings of players' associations and an overview of the key issues in professional football from the player's perspective. The final chapter offers several models and frameworks illustrating the governance relationships between players and management.

All three authors work at the International Centre for Sport Studies (CIES). Kevin Tallec Marston earned his PhD in history and works as research fellow and academic projects manager. Camille Boillat has a masters in geography and works as a scientific collaborator. Fernando Roitman has masters in economics and sport management and works as a project manager.

