



SPORTS  
INTELLIGENCE

# GOVERNANCE STRUCTURES OF FOOTBALL NATIONAL ASSOCIATIONS

## GENERAL ASSEMBLIES AND EXECUTIVE COMMITTEES

NOVEMBER 2022

# CIES SPORTS INTELLIGENCE

CIES Sports Intelligence is a research and analysis division of the International Centre for Sports Studies (CIES) focusing on sports governance and regulatory studies and created to respond to an increasing demand from sports organizations for independent and informed advice. Representing an increasingly important economic sector with a unique impact on societies around the world, the sports industry is an ecosystem that involves numerous stakeholders from within the sporting sphere and beyond. As adequate structures are required to manage the complex networks of interests and relationships deriving from this scenario, information and data become essential.

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# METHODOLOGY

As the first of a series of studies focusing on the area of football governance, this report consists of an analysis of the structure of the General Assemblies and Executive Committees across the 32 National Associations that qualified to the FIFA World Cup Qatar 2022™.

The data collected for the purposes of this study is public, retrieved from official Statutes and Regulations and, when required, integrated with additional information from specialized on-line articles. In a limited number of cases, the analysis was supported with clarifications from primary sources. Data has been last updated on the 16<sup>th</sup> of November 2022.

To facilitate comparisons between all the 32 National Associations, an effort was made to standardize stakeholder/interest group categories throughout the document (e.g. delegates of women's Clubs or Leagues are generally included in the report within the broader Women's Football category). As such - in the case of some NAs - the name of these categories may not reflect the wording with which they appear in the respective Statutes. With regard to the individual General Assembly sections, calculations of the total voting strength may be subject to rounding errors.

Except for the cases of the Islamic Republic of Iran, Japan and Saudi Arabia, the information included in this report has not been verified with primary sources or surveys to the Associations. As such, the authors do not guarantee the full accuracy or completeness of the data.

Finally, the author would like to acknowledge all contributors who granted key support towards the completion of this research, through their knowledge and availability.

## ABBREVIATIONS

ExCo:	Executive Committee
GA:	General Assembly
FA:	Football Association
MA:	Member Association
NA:	National Association

## AUTHOR

Fernando Roitman

## CONTRIBUTORS

Francesco Marini and Justine Le Gall

Enquiries to be sent to [sports.intelligence@cies.ch](mailto:sports.intelligence@cies.ch)

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# EXECUTIVE SUMMARY

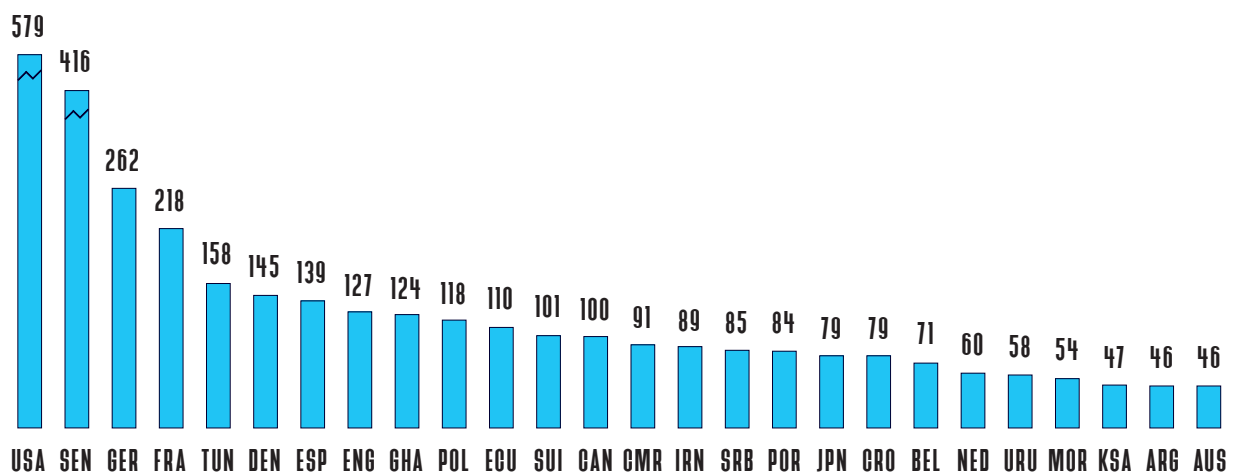
With the wait for the FIFA World Cup Qatar 2022™ finally over, national team football is taking centre stage once again. Billions of people from around the world are set to tune in to watch 32 teams battling it out on the pitch for what is arguably the most coveted prize in the world of sport. For the participating National Associations, however, taking part in the competition is just the ultimate outcome of a much more complex process of management and development of football at domestic level that starts from the grassroots and extends all the way up to the professional game. This report aims to offer an initial perspective on the structure of these national football ecosystems, by providing an overview of the mechanisms overarching decision-making processes at the top of the domestic football pyramid, with a particular focus on stakeholder representation. More specifically, the analysis focuses on the two bodies that are at the core of the governance of National Associations: the General Assembly and the Executive Committee.

## General Assembly

The General Assembly is the meeting of the Members and supreme legislative authority of a National Association.

Among the responsibilities that normally fall under the competence of this body are amendments to the Statutes, decisions regarding the admission, suspension or expulsion of Members, the approval of the budget and audited financial statements and, in the majority of cases, elections to a number of executive and representative roles within the Association. Whilst it comes as no surprise that all 32 FIFA Member Associations taking part in the FIFA World Cup Qatar 2022™ include a General Assembly within their structure, significant differences exist between countries when it comes to their format and composition. Comprising of a total of 579 and 416 delegates respectively, the United States Soccer Federation and the Senegalese FA have by far the largest GAs across the sample included in the study. To provide some context, the third biggest General Assembly – that of the German FA – is made of 262 representatives ‘only’. In the case of US Soccer, in particular, the application of a multiplier factor to achieve the voting distribution among stakeholders established in the Statutes results in a total 1,500 votes to be cast at each GA. At the other end of the spectrum, the smallest General Assemblies are found at the Mexican and Brazilian FAs, with 16 and 27 delegates respectively. It should be noted,

Figure 1: National Associations by number of delegates in the General Assembly - first 25.



however, that for the South American nation this is only true for 'administrative' GAs as, in the event of elections, a total of 67 delegates are entitled to participate. Similar examples whereby the GA assumes a different structure when called to vote in a new President are those of the Korea and Tunisian FAs. Excluding the cases of the United States and Senegal, the average size of a General Assembly across the National Associations covered by this study is 89 delegates whereas 84 is the median value.

A further step in the study of General Assemblies involves understanding how diverse these bodies are in terms of categories of stakeholders represented and the way voting power is distributed across these groups. The analysis results in a number of different models, reflecting the various ways domestic football ecosystems may be inherently structured as well as other elements, such as implications from national law provisions, that may be unique to the context of each individual National Association. In the majority of the 32 NAs, domestic football is subdivided across a number of State/Regional bodies whose main responsibility is to manage the amateur game at local level. Representing a prominent element of a National Association's membership, these entities normally hold significant power in national policy-making. In Brazil, 'administrative' General Assemblies solely comprise of the Presidents of the 27 State Associations affiliated to the CBF. In the case of the German FA, more than half of the votes in the GA are controlled by the five Regional Associations and the 21 State Associations members of the DFB. The second major component of domestic football ecosystems is the professional game, mostly represented by Professional Clubs, Professional Leagues or a combination of the two. By way of example, in Argentina and Uruguay, where the top-tier domestic competition is organized by the National Association, first division Clubs directly hold nearly half of the votes in the General Assembly. In Belgium, Germany and the United States, where the top League operates as a separate entity instead, representation is formally attributed to the *Pro League* (31% of the total votes), the *Deutsche Fußball Liga* (28%) and the *Major League Soccer* (10%).

In addition to the categories mentioned above, stakeholder participation in General Assemblies may consist

of a number of other interest groups. Players enjoy direct representation in the GAs of 17 out of the 32 Associations included in the study. The voting strength allocated to this group is especially notable in the cases of the US Soccer Federation (33% of the total votes), the Spanish FA (22%) and the Uruguayan FA (15%). In the United States, this is the result of a federal law introduced in 2020 that requires national governing bodies of Olympic and Paralympic Sports to ensure at least one-third athlete representation in their governance structures. Women's Football - here intended as a stakeholder category including all the different versions of the game - is directly represented in a total of 20 General Assemblies. For instance, members of the Women's Football Council hold 10% of the votes in Football Australia's GA. Similarly, delegates from the *Unión Femenina de Fútbol* (UNIFFUT) are entitled to more than 9% of the votes in the General Assembly of the Costa Rican FA. Other interest groups frequently included in the decision-making processes of National Associations - though normally with a more limited voice - include Coaches, Referees, Futsal and Beach Soccer. Interestingly, the US Soccer Federation and the English FA are the only two Associations that include fan representatives in the structure of their respective GAs.

The analysis of General Assemblies is completed with insights on two additional elements. Information on quorum requirements aims to provide a practical perspective on the rules regulating the proper functioning of these bodies. With the vast majority of NAs requiring the presence of a simple majority of delegates for the Assembly to be validly constituted on first convocation, the landscape is more varied when such quorum is not reached and the calling of a new meeting is required. More specifically, only eight Associations maintain the same quorum requirement on second convocation, whereas 18 allow for the GA to proceed irrespective of the number of delegates in attendance. In most of these instances, however, a quorum is still required when items such as potential amendments to the Statutes or elections are included in the GA's agenda.

With General Assemblies normally set to take place at specific times during the course of a year, extraordinary GAs may be held to deal with urgent matters, should the

# GOVERNANCE STRUCTURES OF FOOTBALL NATIONAL ASSOCIATIONS

Figure 2: Representation and voting strength (%) in General Assemblies for a selection of stakeholder/interest groups.

	PROFESSIONAL CLUBS	PROFESSIONAL LEAGUES	STATE/REGIONAL BODIES	WOMEN'S FOOTBALL	PLAYERS	COACHES	REFEREES	FUTSAL	BEACH SOCCER
ARG	80		11	2		2		2	
AUS	28		55	10	7				
BEL		31	60						
BRA			100						
CAM		11	66	3	2	2	2	2	2
CAN	7	18	71		2	1	1		
CRI		60		9				6	6
CRO	13		53	1	1	1		1	
DEN	33		54	7					
ECU	60		25	1	1	1	1	1	1
ENG		14	38	3	1	1	1		
FRA	37		63						
GER		28	53						
GHA	68		16	7	2	2	2	1	1
IRN	18		36	5	7	7	2	5	3
JPN	23	1	60	3	1	1		1	1
KOR	36	3	52	3				3	
MEX		91	9						
MOR	44		24	2	2	2	2	2	
NED	50		50						
POL	42		51	2		3	1	2	
POR	24	1	26		13	7	7		
QAT	95	5							
KSA	34								
SEN	15		6	0.2	0.2	0.2	0.2	0.2	
SRB	33		49	3	3	3	3	3	
ESP	14		14		22	11	8	9	
SUI	28		46						
TUN	24	0.5	8	0.5				0.5	
URU	60		12	1	15	1	1	1	
USA		20	40	3	33	0.2		0.2	
WAL			17	3					

\* In the case of IR Iran, Women's Football also includes the representatives from women's Futsal and Beach Soccer clubs. As such, these delegates are double counted for the purposes of the table above.

\*\* In the case of the US Soccer Federation, Women's Football representation consists of the delegates of the National Women's Soccer League (NWSL), also included in the Professional Leagues' figure. Also for the USSF, the percentages indicated for Futsal and Coaches are indicative only.



need arise. The power to request or convene these extraordinary meetings is normally granted to the President, the Executive Committee and a pre-determined number of delegates/members which varies between each National Association. Only a few of the NAs included in this study deviate from this scheme. For example, in Germany such power is afforded also to the Professional League whereas in the case of the Royal Belgian FA and the Korea FA it is included among the responsibilities of the Auditors.

**Executive Committee**

The Executive Committee is the body responsible for the direction and management of a National Association. In a broad sense, its competences include all matters that are not under the legal or statutory jurisdiction of the General Assembly or any other organ within an association’s structure. On average, Executive Committees across the 32 NAs included in this study comprise of 14 members, whereas 12 is the median value. With 30 members each, the largest of such bodies are those of two Asian National Associations – the Korea FA and the Japan FA. By contrast, the ExCo of the Royal Netherlands FA provides for a much more streamlined structure, as it is only comprised of the Association’s President and the Directors of the Professional and Amateur football sections.

The analysis of the Statutes of the 32 National Associations highlights the existence of two main models with regards to representation on the Executive Committee.

Based on the first, seats on the ExCo are allocated to stakeholder groups following clearly defined statutory provisions aimed at mirroring, at least partially, the composition of the General Assembly. For example, this is the system adopted by the football associations of Argentina, Cameroon, Ghana and Spain among others. The second model does not foresee a pre-determined distribution of seats, leaving it to the General Assembly to ultimately decide on the final composition of the Executive Committee as part of the process of electing its members. For instance, this is the mechanism implemented by the Costa Rican FA, the Croatian Football Federation and the Saudi Arabian Football Federation. In some cases, it may also be a combination of the two models. The ExCo of the French Football Federation comprises of 12 members elected by the GA as well as two *ex-officio* members, namely the Presidents of the Professional and Amateur leagues. Similar examples can also be found in the cases of the Portuguese and Moroccan FAs. Interestingly, several National Associations also provide for the inclusion of a number of Independent Directors as members of the ExCo. Among them, are the football associations of Australia, Canada, England, the United States and Wales - all common law countries.

In nearly half of the 32 National Associations, the responsibility of electing the members of the Executive Committee, including the President, lies entirely with the General Assembly. Nevertheless, a differentiation should

Figure 3: National Associations by number of members in the Executive Committee - first 25.

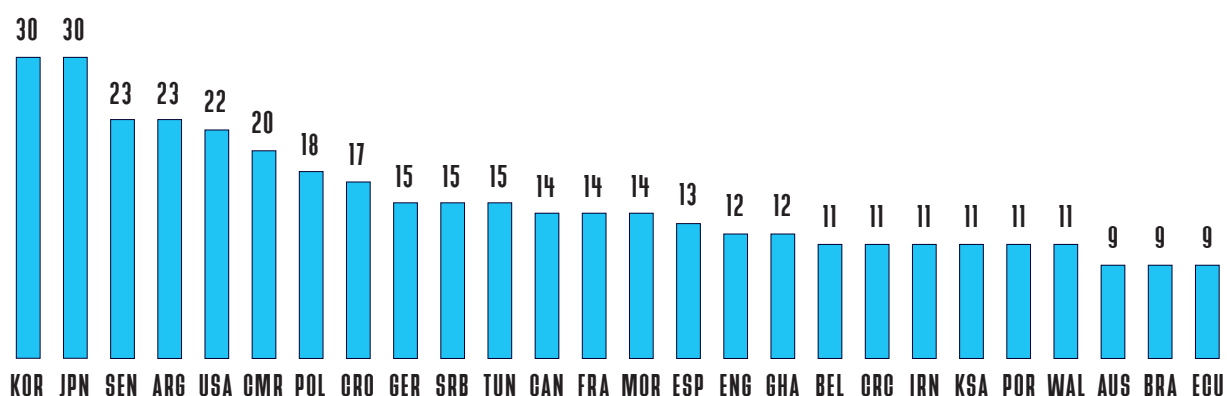
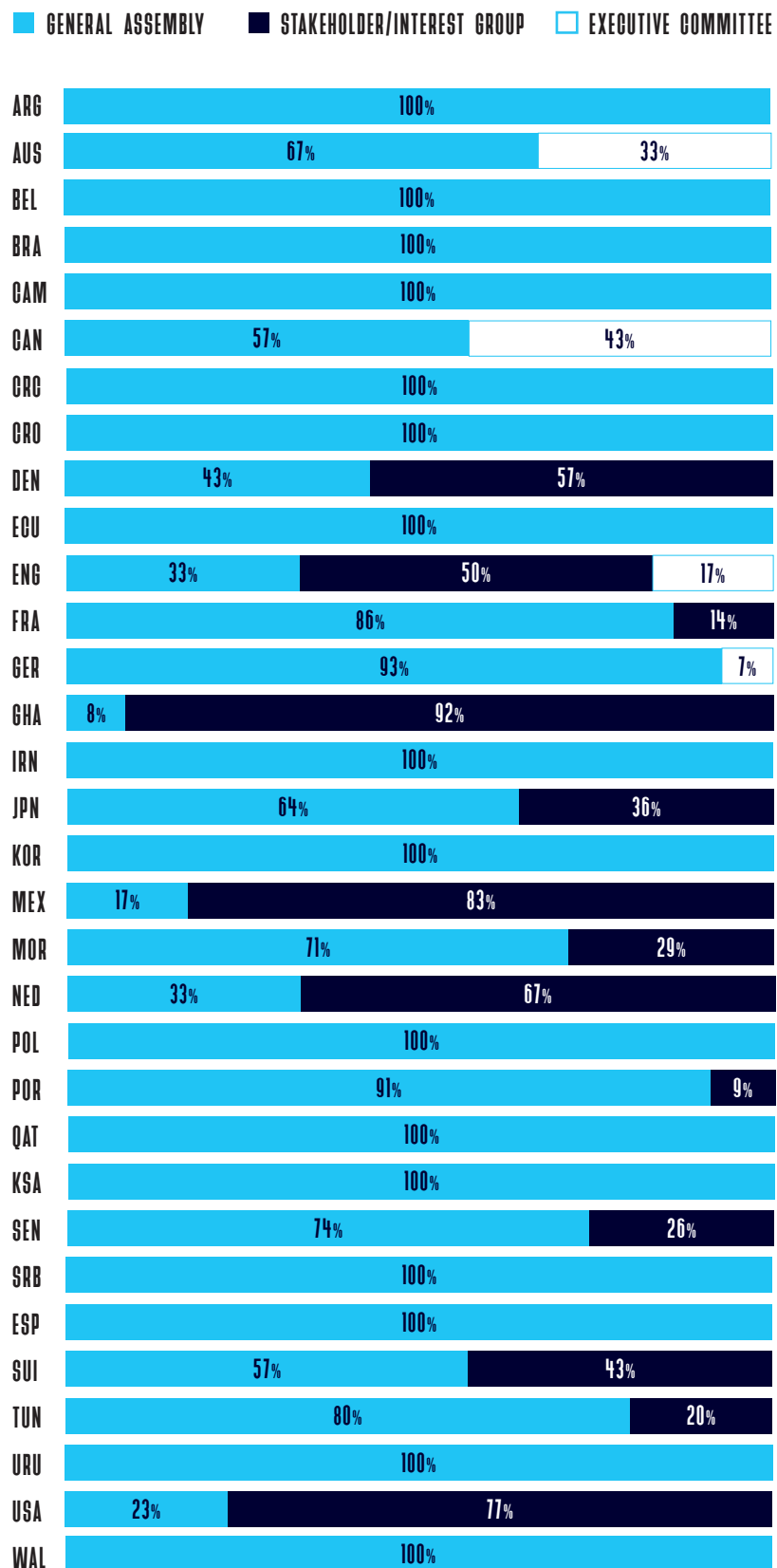


Figure 4: Percentage of Executive Committee members elected/appointed by the General Assembly, within their respective stakeholder/interest groups or co-opted by the other members of the ExCo.



be made between some of these cases. According to the system adopted by the football associations of Argentina, Brazil, Saudi Arabia and Serbia, for example, all ExCo members are elected as part of the list proposed by the winning candidate in the Presidential elections. Other NAs – including those of Belgium, Cameroon, IR Iran and Spain – instead implement a model whereby representatives on the ExCo are individually elected by the GA out of the candidates put forward by the association’s Members or the President. At a total of six National Associations, the majority of the Executive Committee members are appointed/elected within their respective stakeholder or interest groups. For instance, in the case of the US Soccer Federation, 16 out of the 22 members of the Board of Directors are appointed by the Athlete, Adult, Professional or Youth Councils. In Mexico, the President is the only ExCo member elected by the General Assembly. Finally, a limited number of National Associations foresee a number of ExCo members directly co-opted by the other representatives on the Executive Committee. Most notable, this is the case for Football Australia, Canada Soccer and the English FA in relation to the appointment of the Independent Directors.

### Conclusions

Covering a number of different aspects related to General Assemblies and Executive Committees, this report represents an effort to understand the structure of domestic football ecosystems, the processes that drive decision-making and, ultimately, the way National Associations in different countries and regions around the world are managed. In particular, the objective is to detail the variety of models that are currently implemented across the 32 NAs which will participate in the FIFA World Cup Qatar 2022™ as a result of a combination of international football governance practices and factors inherent to each specific country’s context.

Notwithstanding the differences deriving from this scenario, the analysis allows for the identification of overarching elements that are common to the governance structure of any football National Association. Through a particular focus on the question of stakeholder representation, for ex-

ample, it highlights the various balances of power implemented by NAs to manage the fundamental relationship between Amateur and Professional football – two facets of the game whose interests may not always be aligned. Indeed, in countries such as Belgium, France, Mexico and the Netherlands, a clear separation between these two ‘blocks’ is at the basis of the Association’s structure. Interestingly, in the case of the Swiss FA, the National Association also comprises of a third section serving as a link between Amateur and Professional football.

In addition, the study provides an overview on the degree of inclusion of specific stakeholder and interest groups within policy making processes, with trends that appear to be geared towards the adoption of more ‘democratic’ approaches. In fact, whilst this report delivers a snapshot of the current status, it should also be noted that structural governance changes at football associations are not rare. To cite the most recent examples, the Ecuadorian FA approved in August 2022 a statutory reform that, among others, will significantly change the composition of its General Assembly. Similarly, in the case of the FA of Wales, modifications to the structure of the GA will take effect from 2023.

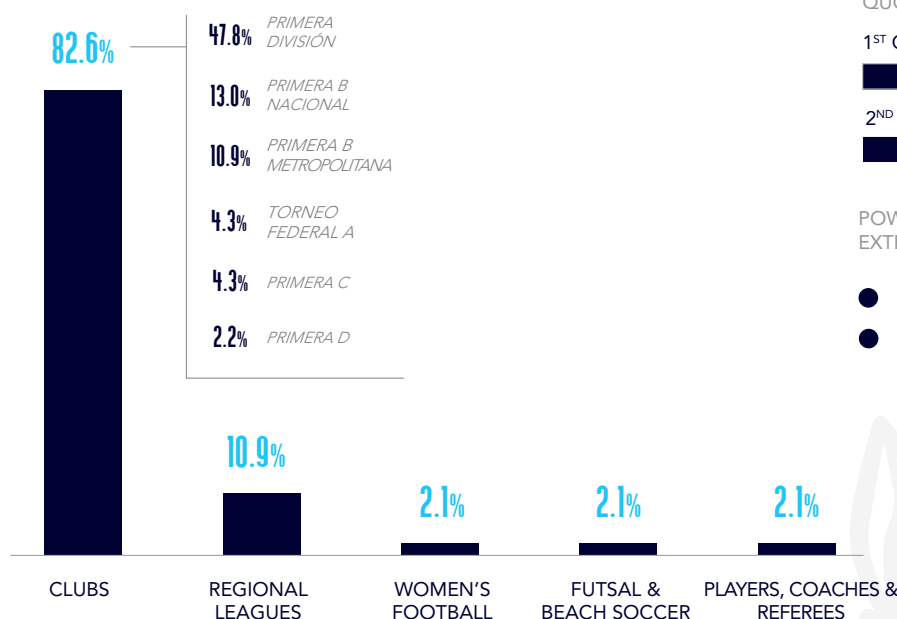
This report provides an initial outlook into the much broader area of football governance. Additional research will be undertaken by CIES to further delve into this topic and add to the existing knowledge on the frameworks which underpin the management and development of domestic football ecosystems. At a time where National Associations are presented with significant new opportunities – including the future expansion of the FIFA Men’s World Cup™ to 48 teams or the continuous growth of the women’s game – understanding and navigating the governance landscape may indeed be more relevant than ever.

# ARGENTINA

## ASOCIACIÓN DEL FUTBOL ARGENTINO

### GENERAL ASSEMBLY ASAMBLEA GENERAL

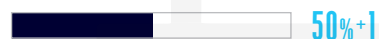
ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



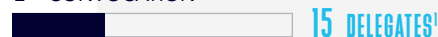
### 46 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCAION



2<sup>ND</sup> CONVOCAION



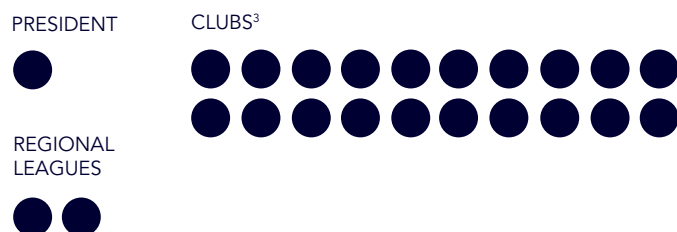
POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 50% OF THE DELEGATES

<sup>1</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or elections of the President and ExCo members).

### EXECUTIVE COMMITTEE COMITÉ EJECUTIVO

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>2</sup>



### 23 MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE

STAKEHOLDER GROUP

<sup>2</sup> The Executive Committee also includes a total of ten alternate members.

<sup>3</sup> Primera Division Clubs - eleven members (including four Vice-Presidents); Primera 'B' Nacional, Primera 'B', Primera 'C' and Primera 'D' Clubs - a total seven members (including one Vice-President), Torneo Federal 'A' Clubs or Clubs from the inland - two members (including one Vice-President).

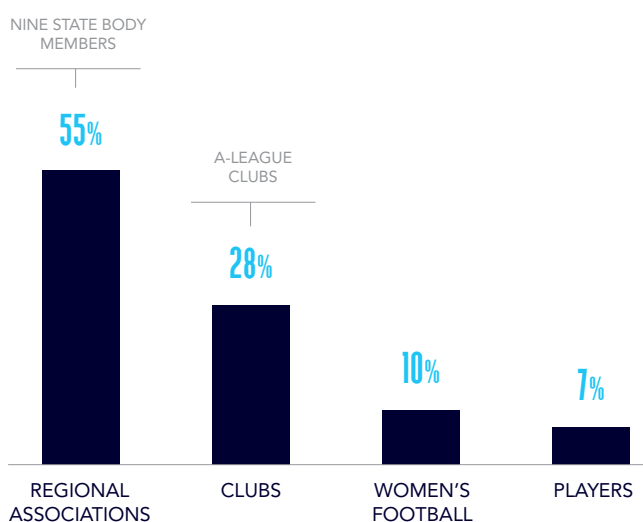
<sup>4</sup> Each candidate list shall include at least one female representative and be proposed by a minimum of six delegates. Each delegate may only support one candidate list.

# AUSTRALIA

## FOOTBALL AUSTRALIA

### GENERAL ASSEMBLY GENERAL MEETINGS

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP<sup>1</sup>



<sup>1</sup> The Association of Australian Football Clubs (AAFC), Football Coaches Australia and three A-League clubs (Newcastle Jets, Western United and Macarthur FC) were, as of October 2022, still on the path of becoming Full Members of Football Australia. As such, they are not included in the above analysis.

<sup>2</sup> If called by or on the requisition of Members, the GA must be dissolved in case of no quorum on first convocation.

### 46 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- MEMBERS WITH AT LEAST 5% OF THE VOTES

### EXECUTIVE COMMITTEE THE BOARD

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP<sup>3</sup>

ELECTED DIRECTORS



APPOINTED DIRECTORS<sup>4</sup>



### MIN. 5-MAX. 9 MEMBERS

ELECTED/APPOINTED BY

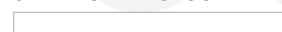
GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>3</sup> The Statutes do not provide any specific indication with regards to stakeholder representation within the ExCo. To stand for election as an Elected Director, a candidate must be proposed by one Member (Proposer). A second Member (Seconder) must second the nomination. Members must ensure that the gender composition of the Board following the election of the Elected Directors satisfies the 40/40/20 Principle.

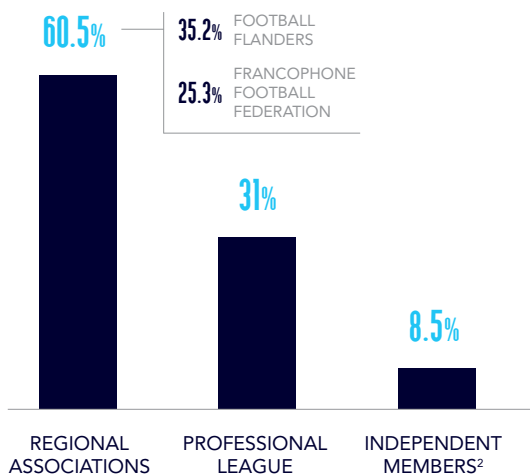
<sup>4</sup> Up to three Directors may be appointed by the Board based on identified skills and experience. The appointment of the Appointed Directors shall be ratified by the General Assembly.

# BELGIUM

## UNION ROYALE BELGE DE SOCIÉTÉS DE FOOTBALL ASSOCIATION

### GENERAL ASSEMBLY ASSEMBLÉE GÉNÉRALE<sup>1</sup>

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



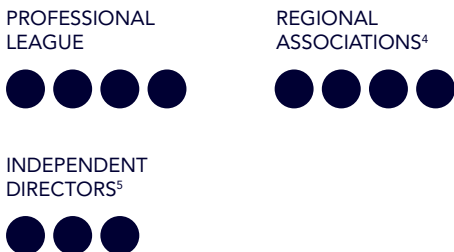
<sup>1</sup> For the purposes of this study, the name of the Association and of its bodies are indicated in their French version.

<sup>2</sup> A maximum of six Independent Members are jointly appointed by the CEO and the President of URBSFA. Each of the three sections (Pro League, Football Flanders and the Francophone Football Federation) shall support at least two Independent Members.

<sup>3</sup> A quorum of 2/3 of the Members is required on first convocation when the GA's agenda include the modification of the Statutes, the dissolution of the Association or the exclusion of a Member.

### EXECUTIVE COMMITTEE CONSEIL D'ADMINISTRATION

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>6,7</sup>



<sup>4</sup> Two representative each proposed by Football Flanders and the Francophone Football Federation.

<sup>5</sup> The three Independent Directors shall be proposed by the Executive Committee.

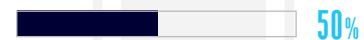
<sup>6</sup> At least one Director shall be of different gender from that of the majority of the other ExCo members.

<sup>7</sup> The President and the two Vice-Presidents of the Association are elected by the Executive Committee among its members.

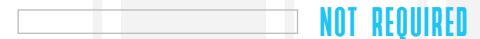
### MAX. 71 DELEGATES

QUORUM<sup>3</sup>

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- AUDITOR
- 1/5 OF MEMBERS

### MAX. 11 MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



# BRAZIL

## CONFEDERAÇÃO BRASILEIRA DE FUTEBOL

### GENERAL ASSEMBLY *ASSEMBLEIA GERAL*

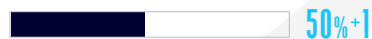
ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP<sup>1</sup>



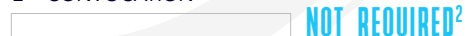
**27** DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- 2/3 OF MEMBERS

<sup>1</sup>The GA structure illustrated above refers to 'administrative' General Assemblies only. In the case of elections, the General Assembly also includes delegates of Clubs participating in the top two men's divisions.

<sup>2</sup>Unless otherwise required by specific legal or statutory provisions. Changes to the Statutes, for example, require the presence of at least 1/3 of delegates on second and following convocations.

### EXECUTIVE COMMITTEE *PRESIDENCIA*

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP

PRESIDENT



REGIONAL ASSOCIATIONS



**9** MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY<sup>3</sup>



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



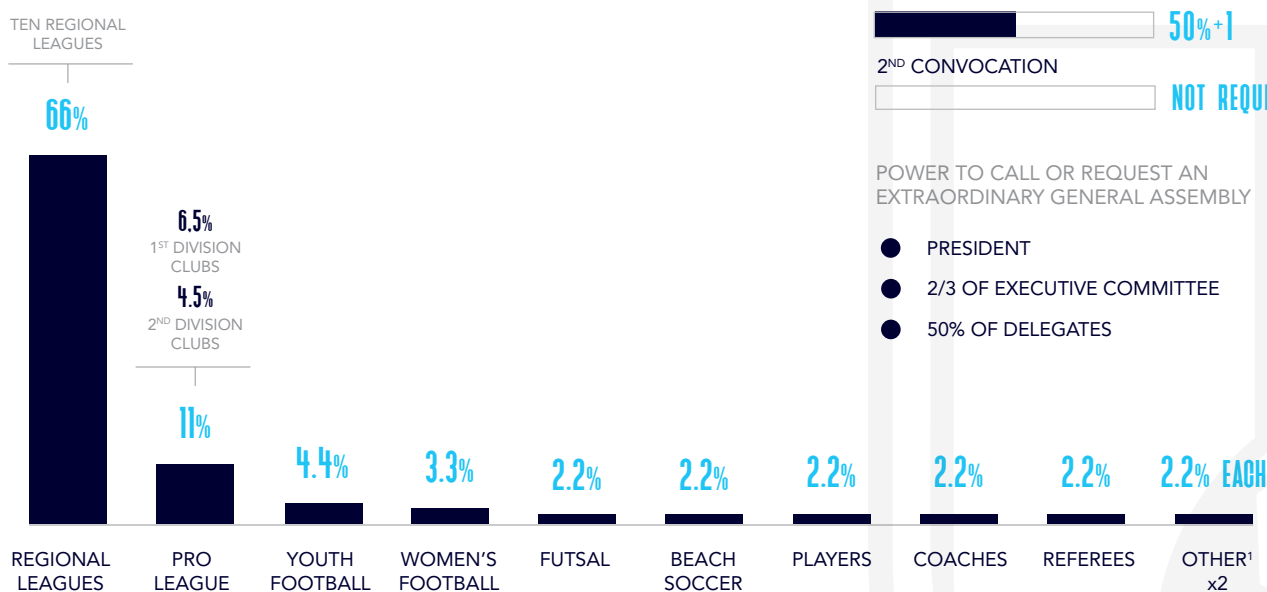
<sup>3</sup>The President and the eight Vice-Presidents are elected by the General Assembly as a list. Each candidate list shall be sponsored by at least 13 Members, of which eight shall be Regional Associations and five shall be Clubs. No member shall support more than one list.

# CAMEROON

## FÉDÉRATION CAMEROUNAISE DE FOOTBALL

### GENERAL ASSEMBLY *ASSEMBLÉE GÉNÉRALE*

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP

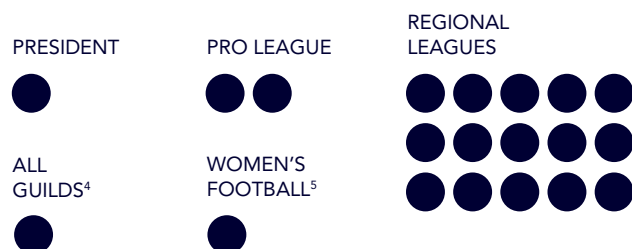


<sup>1</sup> Corporate & Veterans football and Sports Medicine personnel.

<sup>2</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or elections of the President and ExCo members).

### EXECUTIVE COMMITTEE *COMITÉ EXÉCUTIF*

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>3</sup>



<sup>3</sup> The ExCo shall appoint four Vice-Presidents from among its members, each representing a different geographical area. The area of origin of the President shall not be entitled to a Vice-President position.

<sup>4</sup> Guilds (indicated as 'Corps de Métier' in the French version of the Statutes) are defined as 'organizations of people who exercise the same profession in the domain of football and represented in the General Assembly of FECAFOOT only by approved associations'.

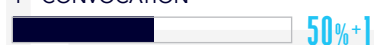
<sup>5</sup> The Women's Football representative shall be a female member.

<sup>6</sup> Candidates for positions on the ExCo must be sponsored by five delegates to the General Assembly.

### 91 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCAATION



2<sup>ND</sup> CONVOCAATION



POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- 2/3 OF EXECUTIVE COMMITTEE
- 50% OF DELEGATES

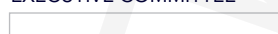
### 20 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



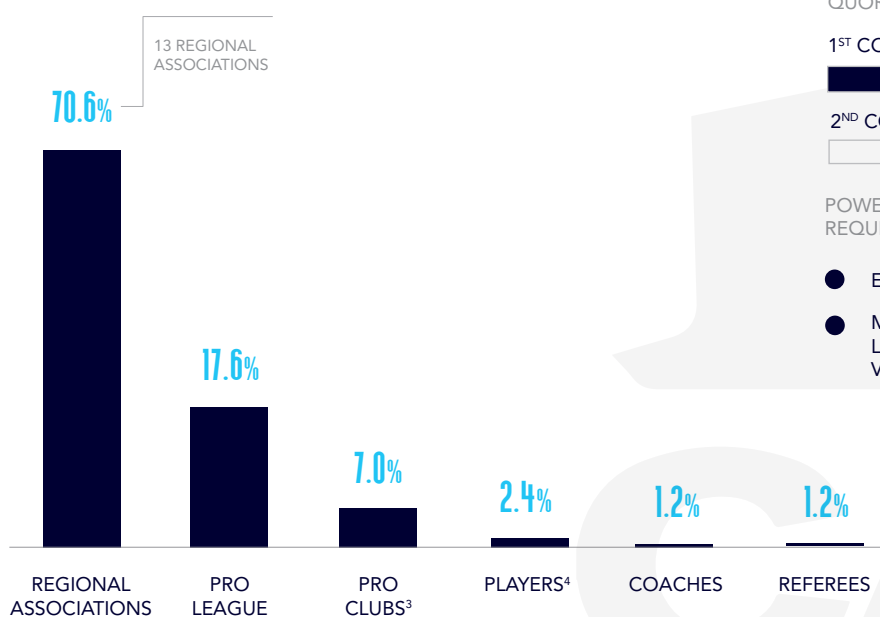


# CANADA

## CANADA SOCCER

### GENERAL ASSEMBLY MEETING OF MEMBERS

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP<sup>1</sup>



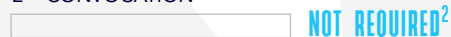
**100 DELEGATES**

QUORUM

1<sup>ST</sup> CONVOCAATION



2<sup>ND</sup> CONVOCAATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GA

- EXECUTIVE COMMITTEE
- MEMBERS HOLDING AT LEAST 5% OF ELIGIBLE VOTES

<sup>1</sup> Only Voting Members are considered for the illustration above. Each Voting Member shall be entitled to appoint a maximum of five delegates.

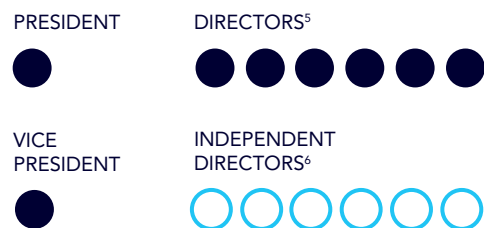
<sup>2</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or election of members of the ExCo and/or members of the Judicial Bodies).

<sup>3</sup> Professional Clubs that are members of the National League (above indicated as Pro League) are not included in this category.

<sup>4</sup> One delegate each from the men's and women's national teams.

### EXECUTIVE COMMITTEE BOARD

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP<sup>7</sup>



**14 MEMBERS**

ELECTED/APPOINTED BY



<sup>5</sup> In addition to the President and the Vice-President (together, the Officers), the General Assembly shall elect six Directors; one from each of the following six regions: British Columbia/Yukon Territory; Alberta/Northwest Territories; Manitoba/Saskatchewan/Nunavut; Ontario; Quebec; and Nova Scotia/New Brunswick/Prince Edward Island/Newfoundland and Labrador.

<sup>6</sup> The six Independent Directors shall be elected by the Executive Committee and ratified by the General Assembly.

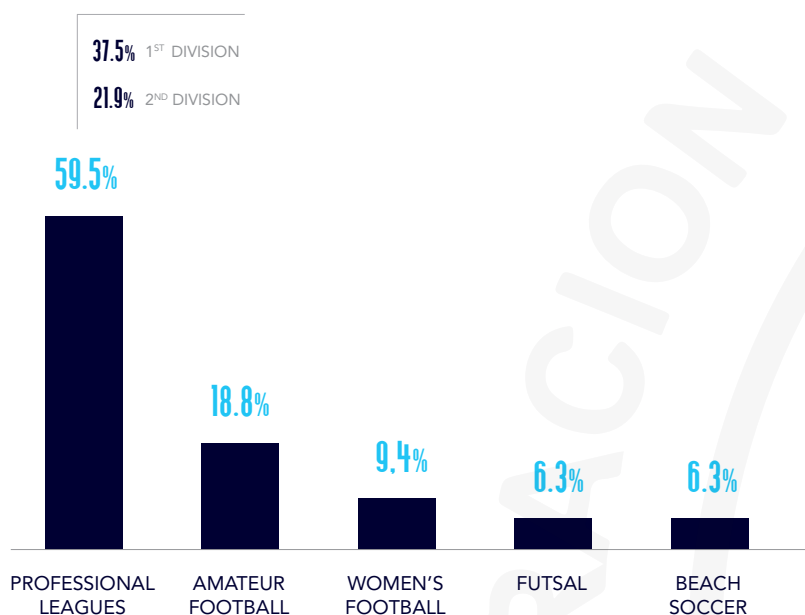
<sup>7</sup> The ExCo shall include at least one former athlete. In addition, no more than 60% of the Directors shall be of the same gender.

# COSTA RICA

## FEDERACIÓN COSTARRICENSE DE FUTBOL

### GENERAL ASSEMBLY ASAMBLEA GENERAL

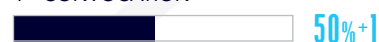
ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



32 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCAION



2<sup>ND</sup> CONVOCAION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

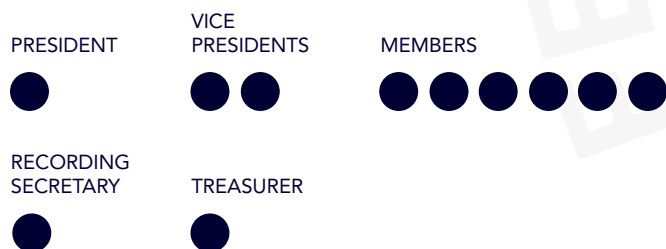
- EXECUTIVE COMMITTEE
- FISCALÍA<sup>2</sup>
- 1/4 OF THE MEMBERS

<sup>1</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or election of the President and/or the members of the ExCo).

<sup>2</sup> The *Fiscalía* is a body within the Federation, responsible for ensuring the organization's compliance with the Statutes.

### EXECUTIVE COMMITTEE COMITE EJECUTIVO

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



11 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY<sup>3</sup>



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



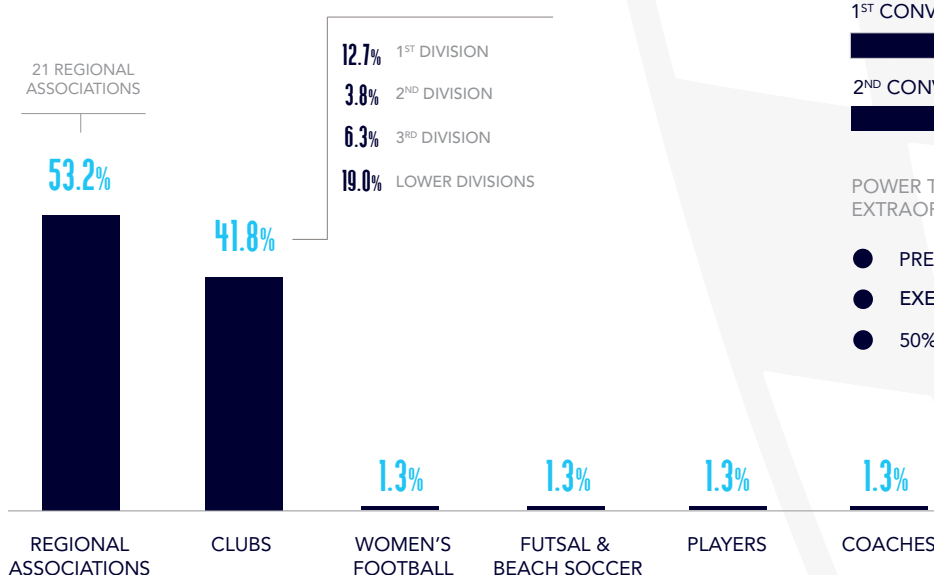
<sup>3</sup> The Statutes do not provide any specific indication in terms of stakeholder representation on the ExCo. Each candidate for a position on the ExCo must be proposed by at least one Member. As of November 2022, the Executive Committee comprises of ten members in addition to the President: nine representatives from the Professional Leagues (of which five from the *Liga de Ascenso* (LIASCE) and four from the *Unión de Clubes de Fútbol de la Primera División* (UNAFUT)) and one representative from Women's Football.

# CROATIA

## HRVATSKI NOGOMETNI SAVEZ

### GENERAL ASSEMBLY *SKUPŠTINA*

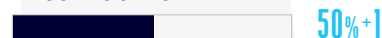
ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



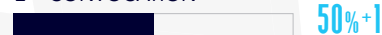
### 79 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 50% OF MEMBERS

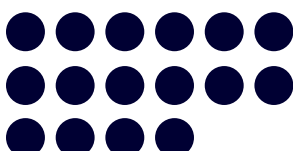
### EXECUTIVE COMMITTEE *IZVRŠNI ODBOR*

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>1</sup>

PRESIDENT



MEMBERS



### 17 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY<sup>2</sup>



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>1</sup> The Statutes do not provide any specific indication in terms of stakeholder representation on the ExCo. Notwithstanding this, a Member of the Federation may only have one representative on the Executive Committee. The Member whose candidate has been elected President may have two representatives on the ExCo, including the President.

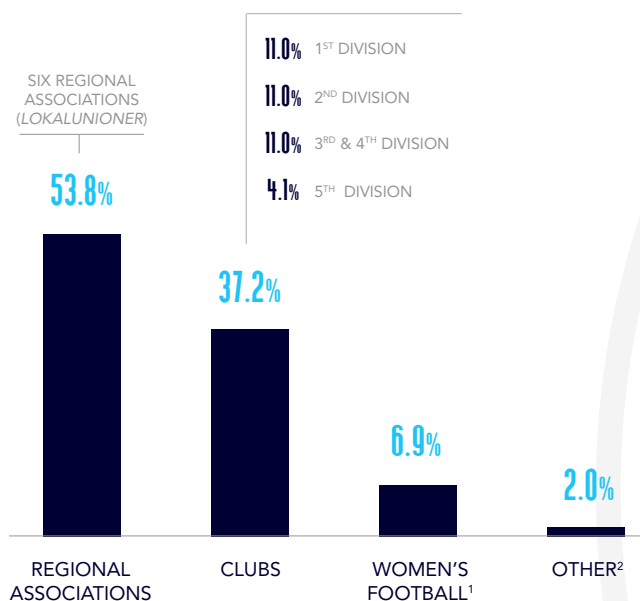
<sup>2</sup> Each candidate for a seat on the ExCo shall be proposed by the respective Member of the Federation.

# DENMARK

## DANSK BOLDSPIL-UNION

### GENERAL ASSEMBLY *REPRÆSENTANTSKABETS*

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP

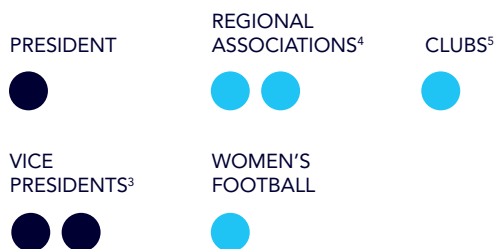


<sup>1</sup> A total of ten delegates representing women's Clubs more specifically.

<sup>2</sup> The elected representatives - namely the DBU President and the two Vice-Presidents.

### EXECUTIVE COMMITTEE *BESTYRELSE*

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>3</sup> The two Vice-Presidents are elected by specific groups of delegates to the General Assembly. In particular, one Vice-President shall be jointly elected by representatives of Regional Associations and men's fifth division Clubs. The other Vice-President shall be jointly elected by representatives of Clubs from the men's top four divisions and women's top three divisions.

<sup>4</sup> Representatives of the DBU *Bredde* - the union of the six Regional Associations (*lokalunioner*)

<sup>5</sup> Representative of the *Divisionsforeningen* - an association representing the 48 Clubs from the men's top four divisions.

### 145 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 35 DELEGATES

### 7 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP

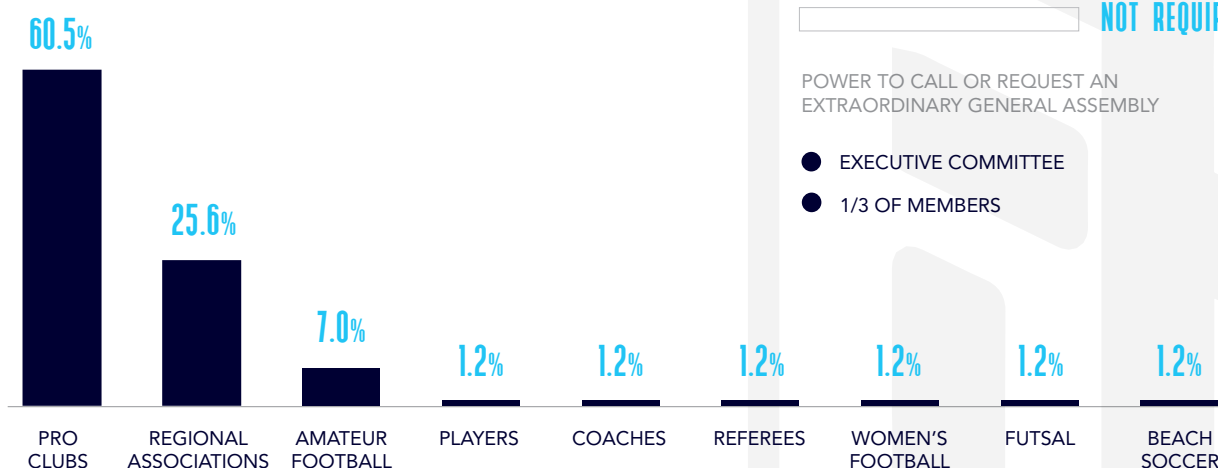


# ECUADOR

## FEDERACIÓN ECUATORIANA DE FUTBOL

### GENERAL ASSEMBLY *CONGRESO*

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP<sup>1</sup>



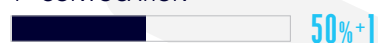
<sup>1</sup> The GA structure illustrated above is the result of a statutory reform that was approved on the 31<sup>st</sup> of August 2022 and will come into effect on January 1<sup>st</sup>, 2023.

<sup>2</sup> Not applicable in case of specific items included in the GA's agenda (e.g. modifications to the Statutes or election of the President or ExCo members).

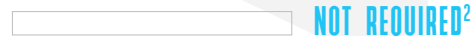
### 110 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

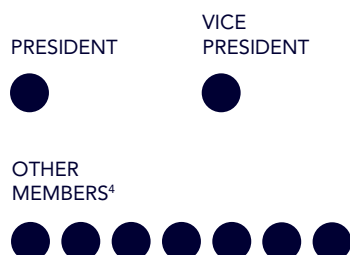


POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 1/3 OF MEMBERS

### EXECUTIVE COMMITTEE *CONSEJO*

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>3</sup>



### 9 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE<sup>3</sup>



INTEREST GROUP



<sup>3</sup> The Executive Committee's structure illustrated above is the result of a statutory reform that was approved on the 31<sup>st</sup> of August 2022 and will come into effect on January 1<sup>st</sup>, 2023.

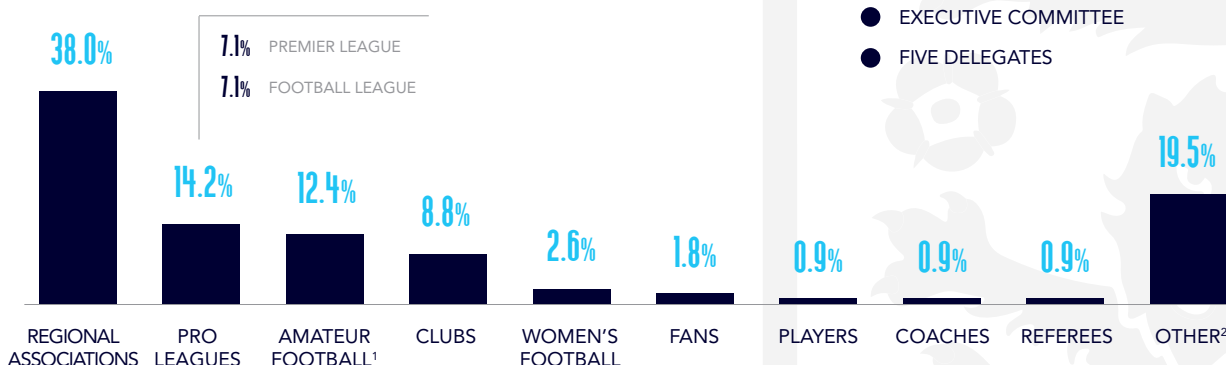
<sup>4</sup> The Statutes do not establish any rule with regards to stakeholders representation in the ExCo. As such, the final composition of the ExCo depends on each presidential candidate's electoral list. Each list shall include at least one female representative and be sponsored by at least 25% of the total Member votes. Each Member may only support one list.

# ENGLAND

## THE FOOTBALL ASSOCIATION

### GENERAL ASSEMBLY COUNCIL

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP

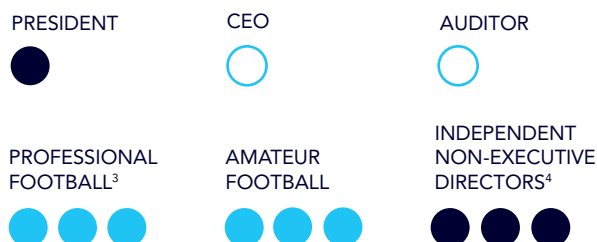


<sup>1</sup> Including all National Game representatives, the two representatives of the Football Conference and one representative each for the Northern Premier League, the Southern League and the Isthmian League.

<sup>2</sup> Two representatives each for Inclusion, Disability Football and BAME Communities; the Independent Non-Executive Directors; one representative each from the Association of Colleges, British Universities College Sport, the FA Youth Council, the University of Oxford FA, the University of Cambridge FA, the Amateur Football Alliance, the English Schools' FA, the Independent Schools FA, the Army FA, the Royal Navy FA and the Royal Air Force FA.

### EXECUTIVE COMMITTEE BOARD OF DIRECTORS

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>3</sup> One representative each appointed by the Premier League and the Football League and one jointly appointed.

<sup>4</sup> The three Independent Non-Executive Directors shall be nominated by the Nominations Committee, endorsed by the ExCo and appointed by the General Assembly.

<sup>5</sup> The Chief Executive Officer and the Audit Committee Chair are appointed by the Executive Committee.

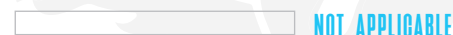
### 127 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

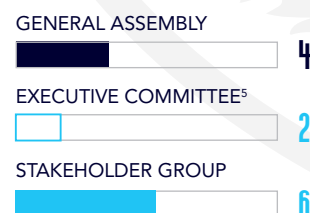


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- FIVE DELEGATES

### MAX. 12 MEMBERS

ELECTED/APPOINTED BY

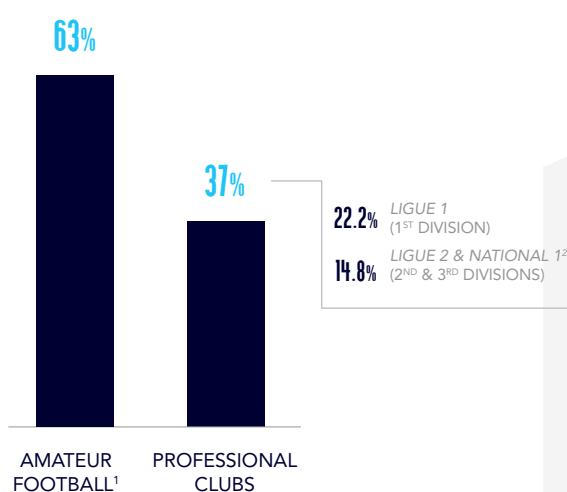


# FRANCE

## FÉDÉRATION FRANÇAISE DE FOOTBALL

### GENERAL ASSEMBLY ASSEMBLÉE GÉNÉRALE

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



<sup>1</sup> The Amateur Football section - which is administered by the *Ligue du Football Amateur* (LFA) - comprises of 22 Regional Leagues and 91 Districts.

<sup>2</sup> This category only includes *Championnat National 1* Clubs of professional status.

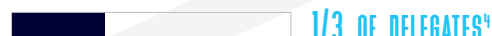
<sup>3</sup> This figure refers to the most recent electoral assembly - held in Paris in March 2021.

<sup>4</sup> More specifically, one third of delegates representing at least half of the total votes.

218 DELEGATES<sup>3</sup>

QUORUM

1<sup>ST</sup> CONVOCACTION



2<sup>ND</sup> CONVOCACTION

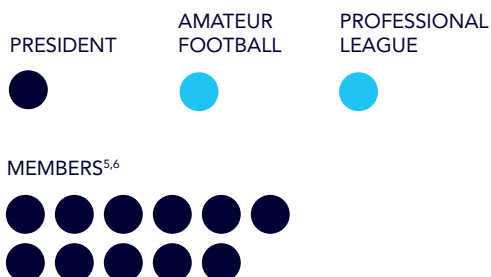


POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 1/4 OF DELEGATES, REPRESENTING 1/4 OF TOTAL VOTES

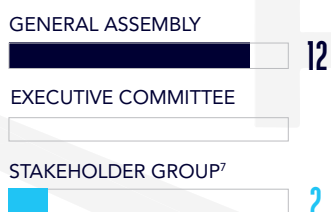
### EXECUTIVE COMMITTEE COMITÉ EXÉCUTIF

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP



14 MEMBERS

ELECTED/APPOINTED BY:



<sup>5</sup> Including the Deputy Vice-President, the Secretary General and the General Treasurer. Out of the 12 ExCo members elected by the GA, at least three shall be women. As no further indication is provided in terms of stakeholders representation, the final composition of the ExCo depends on each presidential candidate's electoral list.

<sup>6</sup> Each candidate list must count with ten sponsorships from Presidents of Leagues or Districts, Professional Clubs or members of the *Haute Autorité* (an additional FFF body responsible for overseeing the management of the Federation by the ExCo).

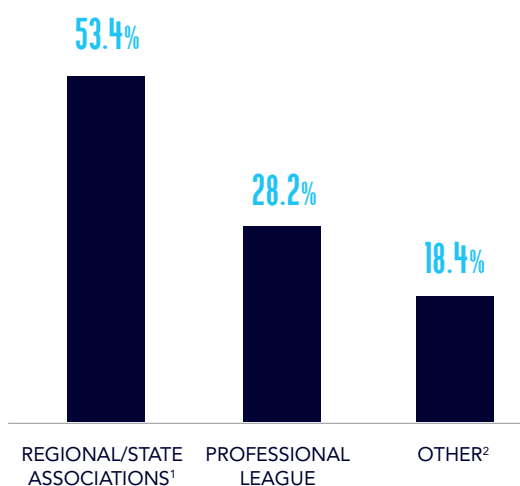
<sup>7</sup> The presidents of the *Ligue de Football Professionnel* (LFP) and of the *Ligue du Football Amateur* (LFA) are *ex-officio* members of the ExCo.

# GERMANY

## DEUTSCHER FUSSBALL-BUND

### GENERAL ASSEMBLY *BUNDESTAG*

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP

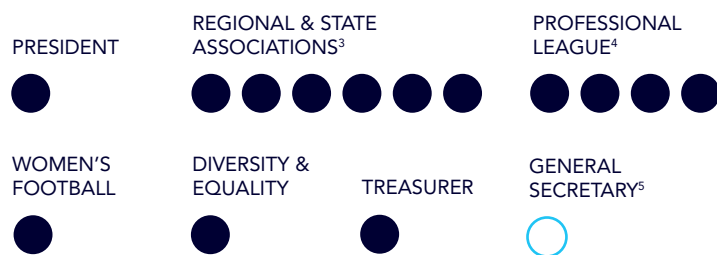


<sup>1</sup> The German football pyramid includes five Regional Associations (*Regionalverbände*) in turn comprising of a total 21 State Associations (*Landesverbänden*).

<sup>2</sup> Members of DFB's executive board (*Vorstand* - 47 votes) and the DFB honorary president. The *Vorstand* is a third body within the DFB structure, situated between the *Bundestag* and the *Präsidium*.

### EXECUTIVE COMMITTEE *PRÄSIDIUM*

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>3</sup> Including the President of the Conference of Regional and State Associations (*Konferenz der Regionalverbands-und Landesverbandsvorsitzenden*) - which comprises of the Presidents of all Regional and State Associations. Every Regional Association shall be represented by one member on the ExCo, with the exception of the *Süddeutsche Fußball-Verband* which shall be entitled to two members instead.

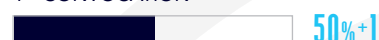
<sup>4</sup> The representatives of the Professional League (*Deutsche Fußball Liga* - DFL) and of the Regional and State Associations are appointed within their respective stakeholder groups and confirmed by the General Assembly.

<sup>5</sup> The General Secretary is appointed by the Executive Committee upon recommendation of the President.

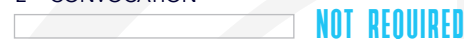
### 262 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- VORSTAND<sup>2</sup>
- PROFESSIONAL LEAGUE
- TWO REGIONAL ASSOCIATIONS
- SIX STATE ASSOCIATIONS

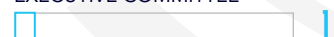
### 15 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



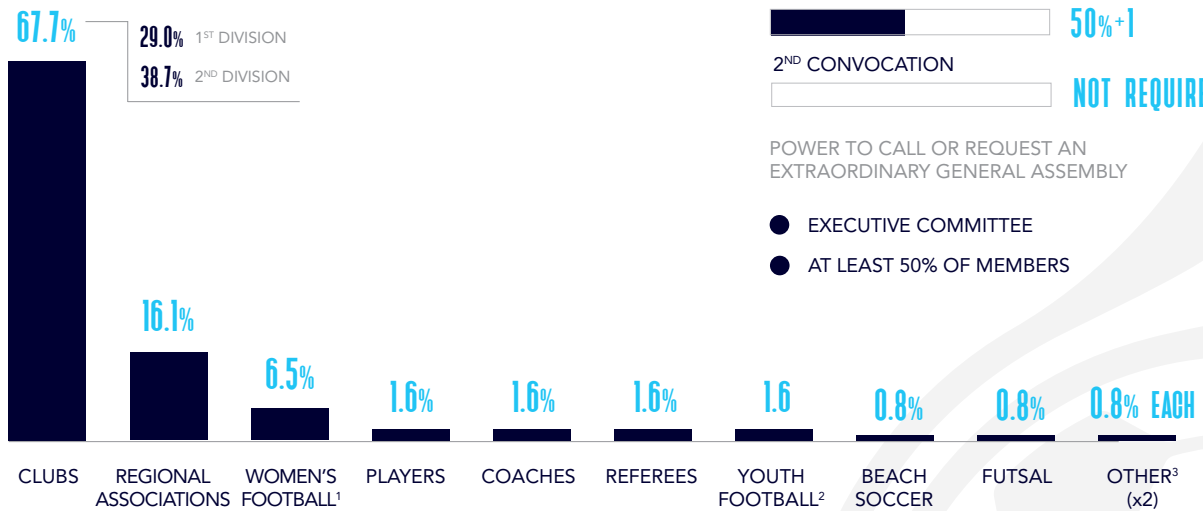


# GHANA

## GHANA FOOTBALL ASSOCIATION

### GENERAL ASSEMBLY CONGRESS

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



<sup>1</sup> Representatives of Clubs participating in the Women's Premier League.

<sup>2</sup> Represented by the Juvenile Clubs Association.

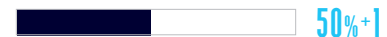
<sup>3</sup> Schools & Colleges and Security Services (represented by the Security Services Sports Association - SESSA).

<sup>4</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or election of the President).

### 124 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCACTION



2<sup>ND</sup> CONVOCACTION

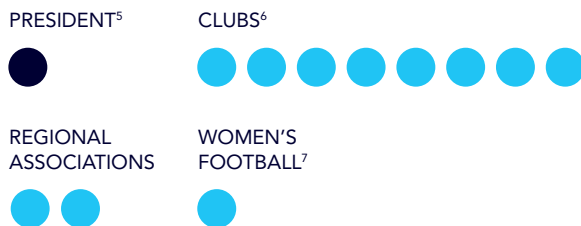


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- AT LEAST 50% OF MEMBERS

### EXECUTIVE COMMITTEE EXECUTIVE COUNCIL

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



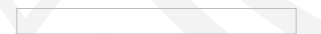
### 12 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>5</sup> Each candidate for President shall be proposed by one Member and supported by at least five Members.

<sup>6</sup> Five representatives of Premier League Clubs (1<sup>st</sup> division) and three representatives of Division One Clubs (2<sup>nd</sup> division).

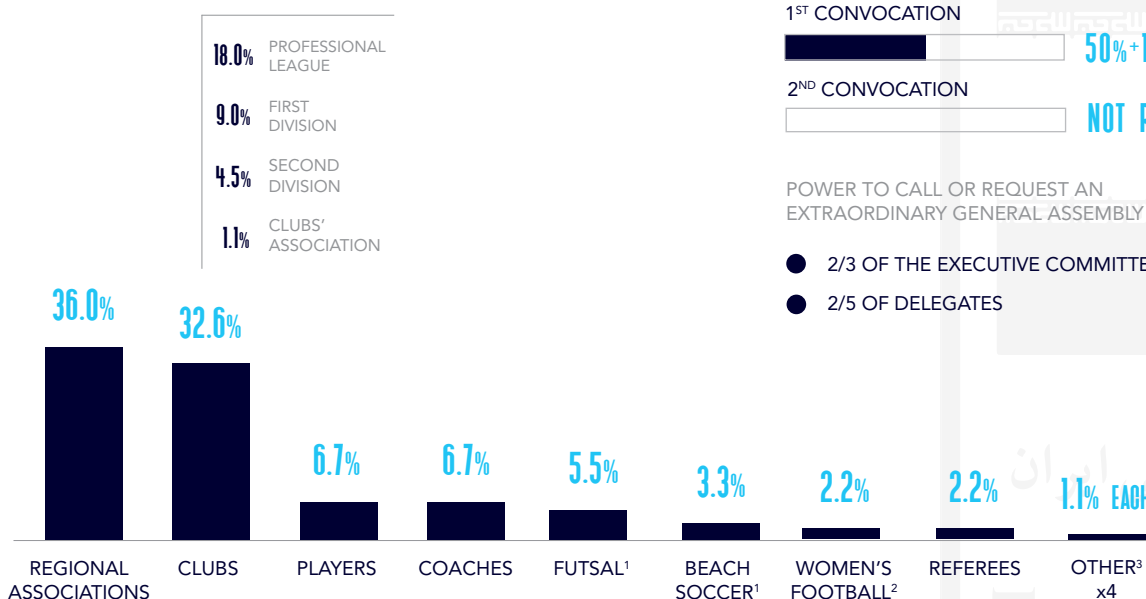
<sup>7</sup> A female representative elected by the Women's Premier League clubs.

# IR IRAN

## ISLAMIC REPUBLIC OF IRAN FOOTBALL FEDERATION

### GENERAL ASSEMBLY

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



<sup>1</sup> Specific gender representation rules are provided in the statutes for both Futsal representatives (three representatives from men's clubs and two from women's clubs) and Beach Soccer representatives (two representatives from men's clubs and one from women's clubs).

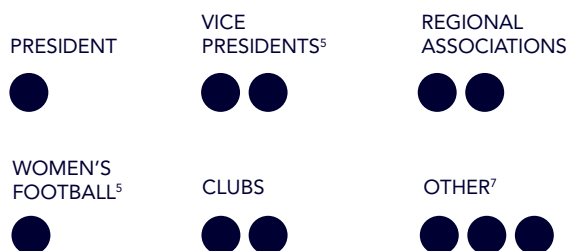
<sup>2</sup> Representatives of the top two clubs from the national Women's Football professional league.

<sup>3</sup> One representative each from the University, Labour, Army and Student Sports Associations.

<sup>4</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or elections of the President and ExCo members).

### EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>5</sup> The ExCo comprises of a total of three Vice-Presidents, including the Head of the Competitions Committee and the Head of Women's Football (indicated as the Women's Football representative in the illustration above) - who shall be a female.

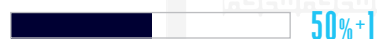
<sup>6</sup> Each candidate for President must be supported by five Members. Candidates for all the other positions on the ExCo (including the candidates for the three Vice-President positions that shall be proposed by the President) must be supported by two Members.

<sup>7</sup> Referred to in the Statutes as three 'members with sports management experience'.

### 89 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- 2/3 OF THE EXECUTIVE COMMITTEE
- 2/5 OF DELEGATES

### 11 MEMBERS

ELECTED/APPOINTED BY:

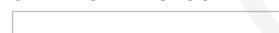
GENERAL ASSEMBLY<sup>6</sup>



EXECUTIVE COMMITTEE



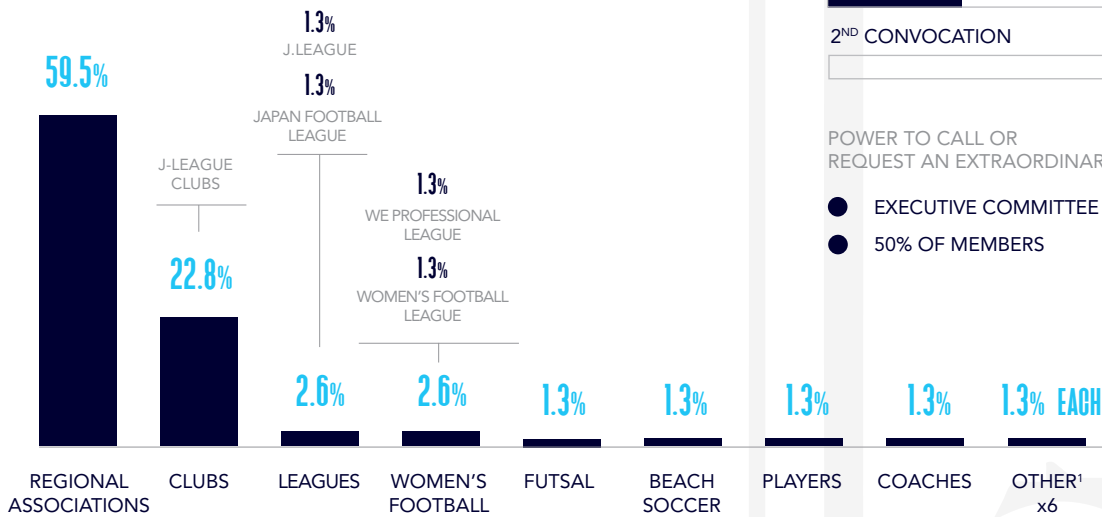
STAKEHOLDER GROUP



# JAPAN FOOTBALL ASSOCIATION

## GENERAL ASSEMBLY

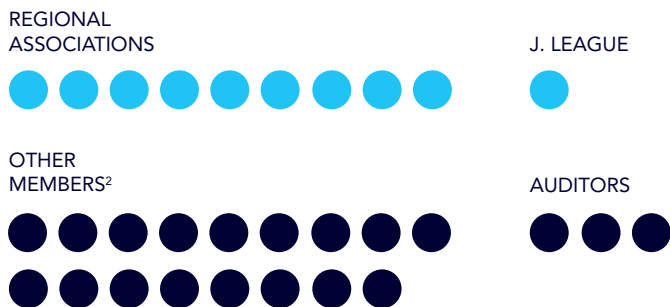
ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



<sup>1</sup> Namely, a) All Japan University Football Association; b) Japan Football Amateur Federation; c) All Japan High School Athletic Federation; d) Japan Club Youth Football Federation; e) Nippon Junior High School Physical Culture Association; f) Japan Inclusive Football Federation

## EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP<sup>2</sup>



<sup>2</sup> Appointed by the General Assembly from among the list of candidates submitted by the Nominations Committee. The Nominations Committee comprises of the elected President, three ExCo members, three delegates to the General Assembly and two external advisors.

## 79 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION **50%+1**

2<sup>ND</sup> CONVOCATION **NOT APPLICABLE**

POWER TO CALL OR REQUEST AN EXTRAORDINARY GA

- EXECUTIVE COMMITTEE
- 50% OF MEMBERS

## 30 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY **18**

EXECUTIVE COMMITTEE

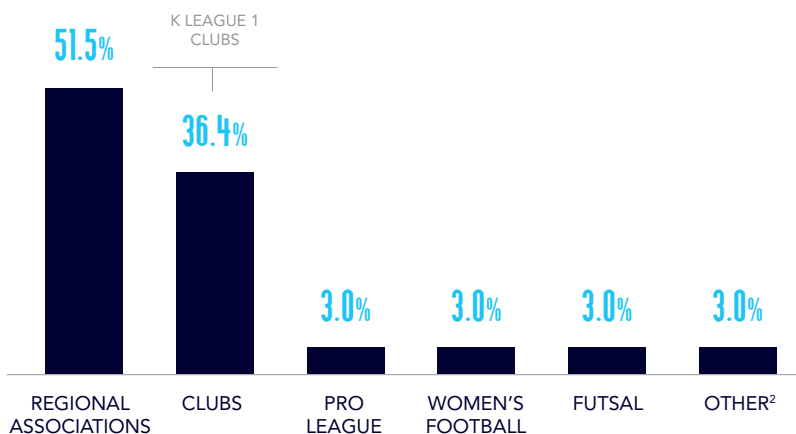
STAKEHOLDER GROUP **10**

# KOREA REPUBLIC

## KOREA FOOTBALL ASSOCIATION

### GENERAL ASSEMBLY

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP<sup>1</sup>

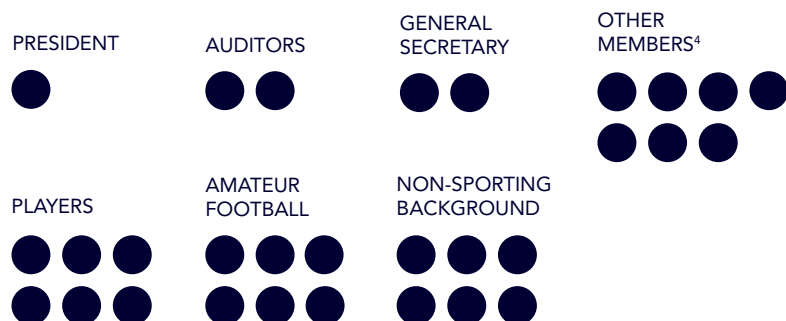


<sup>1</sup> The figure above refers to the structure of the administrative General Assembly. In the case of elections, the Assembly includes between 100 and 300 delegates, namely: a) all delegates to the General Assembly, b) representatives of Players, Coaches, Clubs as indicated in the Electoral Regulations, c) any Other Representative as indicated in the Electoral Regulations.

<sup>2</sup> The University Confederation.

### EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP<sup>3</sup>



<sup>3</sup> Whilst no exact indication is provided in the Statutes with regard to stakeholder representation on the ExCo, specific provisions require that former National Team Players, members with no competitive sports background (e.g. academia, media or legal) and members with Amateur sports background shall each represent at least 20% of the members on the Executive Committee. Furthermore, additional rules establish that graduates from the same school or people working at the same university cannot represent more than 40% of the ExCo and that no more of 70% of the ExCo members should be of the same gender.

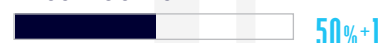
<sup>4</sup> The illustration only reflects a scenario whereby the minimum requirements set by the above rules is respected. The final composition of the ExCo is determined by the elections (e.g. there are currently ten former National Team Players on the ExCo).

<sup>5</sup> All ExCo members shall be appointed by the General Assembly from among the candidates recommended by the President.

### 33 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- MAJORITY OF THE EXECUTIVE COMMITTEE
- 1/3 OF DELEGATES
- AUDITOR

### 30 MEMBERS

ELECTED/APPOINTED BY

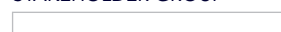
GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP

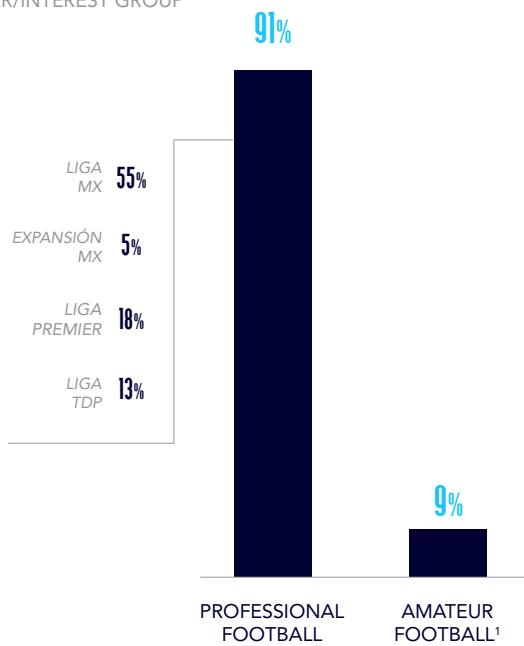


# MEXICO

## FEDERACIÓN MEXICANA DE FÚTBOL ASOCIACIÓN

### GENERAL ASSEMBLY ASAMBLEA GENERAL DE DELEGADOS

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



<sup>1</sup> Represented by the Regional Associations more specifically.  
<sup>2</sup> No specific quorum is required on third convocation.

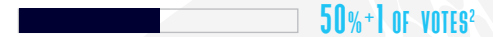
### 16 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

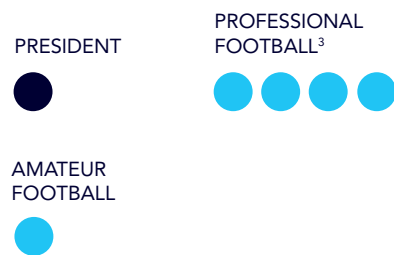


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE

### EXECUTIVE COMMITTEE COMITÉ EJECUTIVO

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>3</sup> One representative each for the Liga MX (with five votes), Expansión MX (one vote), Liga Premier (two votes) and Liga TDP (one vote).

<sup>4</sup> With the exception of the President, all ExCo members are elected within their respective stakeholder groups. The representative of Expansión MX is appointed by the President of the Liga MX/Expansión MX.

### 6 MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP<sup>4</sup>

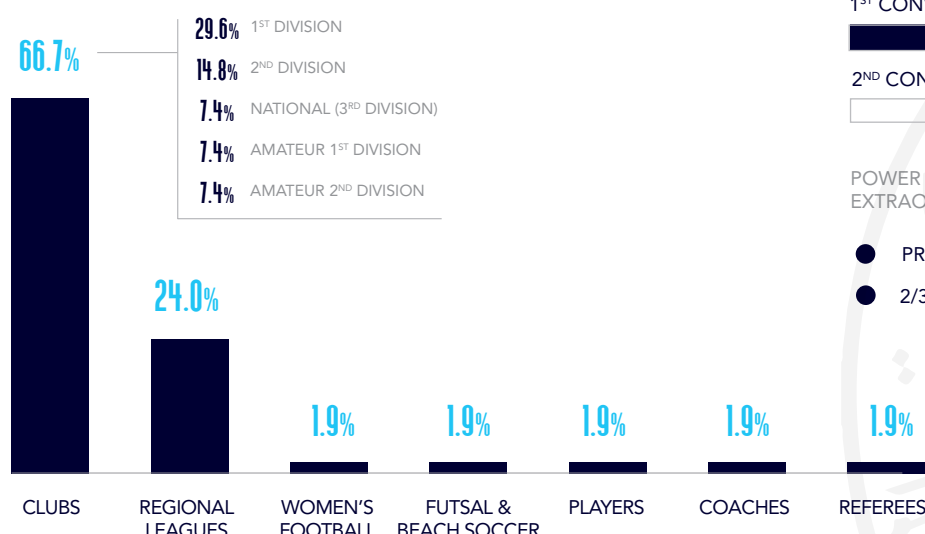


# MOROCCO

## FEDERATION ROYALE MAROCAINE DE FOOTBALL

### GENERAL ASSEMBLY *ASSEMBLÉE GÉNÉRALE*

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



### 54 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCACTION



2<sup>ND</sup> CONVOCACTION



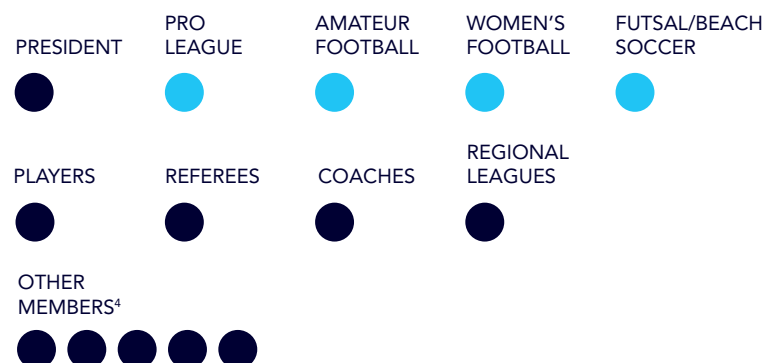
POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- 2/3 OF DELEGATES

<sup>1</sup> Different quorums (2/3 of delegates on first convocation and 50%+1 of delegates on second convocation) apply in case of specific items included in the GA's agenda (e.g. revocation of the Executive Committee, modifications to the Statutes or exclusion of a Member).

### EXECUTIVE COMMITTEE *COMITÉ DIRECTEUR*

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP<sup>2</sup>



### 14 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP<sup>3</sup>



<sup>2</sup> The ExCo shall include at least one female representative.

<sup>3</sup> The Presidents of the *Ligue Nationale de Football Professionnel* (LNFP), the *Ligue nationale du Football Amateur* (LNFA), the *Ligue Nationale de Football Féminin* (LNFF) and the *Ligue Nationale de Football Diversifié* (LNFD).

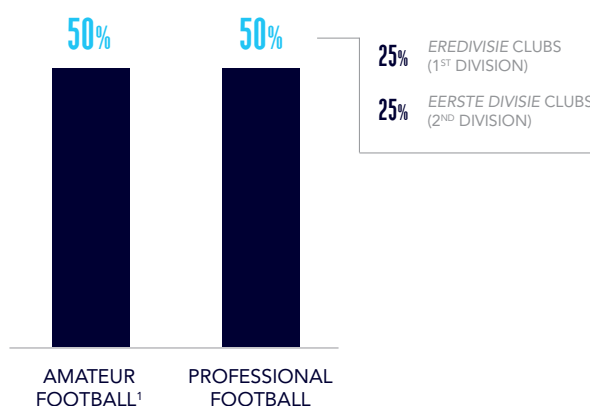
<sup>4</sup> The Statutes refer to 'five members having football knowledge and whose competences serve the development of football'.

# NETHERLANDS

## KONINKLIJKE NEDERLANDSE VOETBALBOND

### GENERAL ASSEMBLY *BONDSVERGADERING*

ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



<sup>1</sup>The Amateur Football section comprises of six Districts and a total of 30 electoral constituencies.

### EXECUTIVE COMMITTEE *BONDSBESTUUR*<sup>4</sup>

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP



<sup>2</sup>The President shall be nominated by at least ten delegates to the General Assembly and/or the Executive Committee and appointed by the General Assembly.

<sup>3</sup>The Directors of Professional and Amateur football are appointed by their respective Supervisory Boards.

<sup>4</sup>KNVB's structure also includes a Supervisory Board (*Vergadering Van Toezichhouders* or VVT). Comprising of a total of ten members - five each from the Professional and Amateur football sections respective Supervisory Boards - the VVT's role is to oversee the activities of the ExCo.

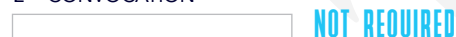
### 60 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



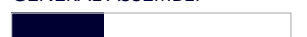
POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- SIX DELEGATES

### 3 MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP<sup>3</sup>

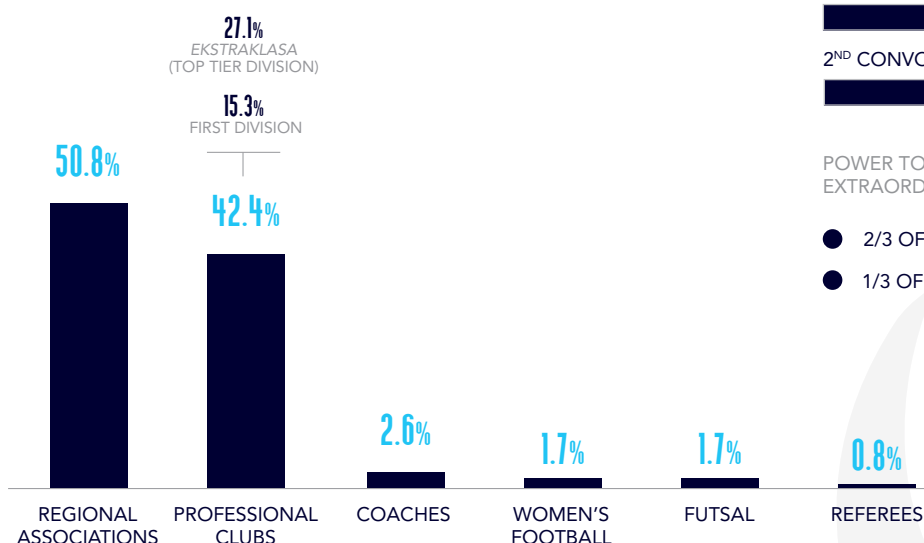


# POLAND

## POLSKI ZWIAZEK PIŁKI NOŻNEJ

### GENERAL ASSEMBLY WALNE ZGROMADZENIE

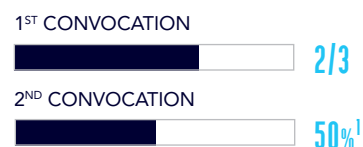
ALLOCATION OF VOTES PER  
STAKEHOLDER/INTEREST GROUP



<sup>1</sup> A third General Assembly may be called within seven days from the second convocation and held irrespective of the number of delegates present. However, a quorum of at least 50% of delegates is still required when specific items are included in the GA's agenda (e.g. modifications to the Statutes or elections).

### 118 DELEGATES

QUORUM

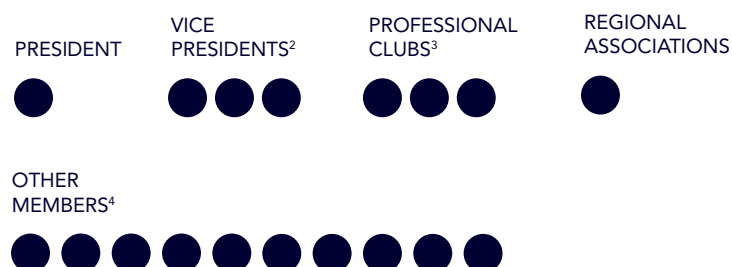


POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- 2/3 OF THE EXECUTIVE COMMITTEE
- 1/3 OF MEMBERS

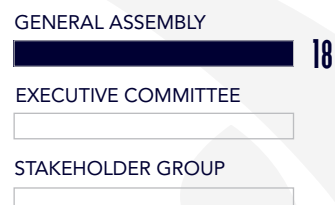
### EXECUTIVE COMMITTEE ZARZADU

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP



### 18 MEMBERS

ELECTED/APPOINTED BY:



<sup>2</sup> Three Vice-Presidents elected by the General Assembly upon proposal by the President. The total number of Vice-Presidents on the ExCo is five, as they also include one Vice-President proposed by Clubs from the top two divisions (illustrated above as one of the Professional Clubs representatives) and one Vice-President proposed by the Regional Associations (illustrated above as the Regional Associations representative).

<sup>3</sup> One Vice-President proposed by Clubs from the top two divisions, one representative proposed by *Ekstraklasa* (1<sup>st</sup> division) Clubs and one representative proposed by Clubs from the second division.

<sup>4</sup> The Statutes do not establish any specific criteria with regards to stakeholder representation for these other members. Notwithstanding this, no PZPN Member shall have more than one representative on the ExCo (excluding the Vice-Presidents proposed by the President).

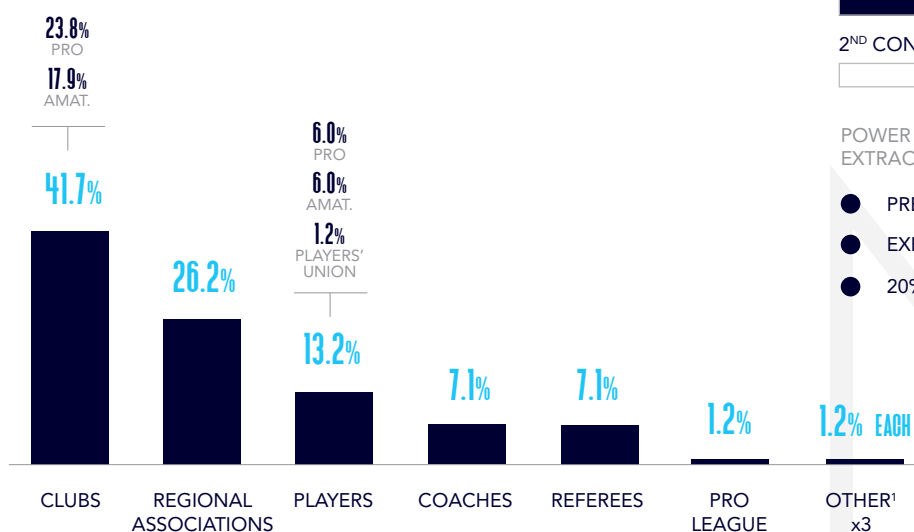


# PORTUGAL

## FEDERAÇÃO PORTUGUESA DE FUTEBOL

### GENERAL ASSEMBLY ASSEMBLEIA GERAL

ALLOCATION OF VOTES PER STAKEHOLDER/INTEREST GROUP



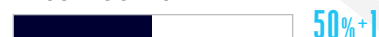
<sup>1</sup> One delegate each from the Association of Football and Futsal Executives (Associação Nacional de Dirigentes de Futebol e Futsal or ANDIF), the Association of Football Doctors (Associação Nacional de Médicos de Futebol or AMEF) and the Association of Sports Nurses and Football Therapists (Associação Nacional de Enfermeiros Desportivos e Massagistas do Futebol or ANEDAF)

<sup>2</sup> The presence of at least 2/3 of delegates is required - both on first and second convocation - for the General Assembly to validly vote on items such as the suspension or expulsion of an Ordinary Member or the PFF dissolution.

### 84 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

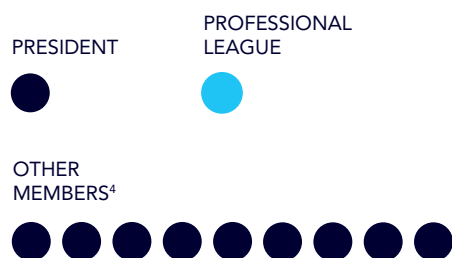


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 20% OF DELEGATES

### EXECUTIVE COMMITTEE DIREÇÃO

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



### 11 MEMBERS

ELECTED/APPOINTED BY:

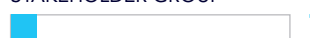
GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



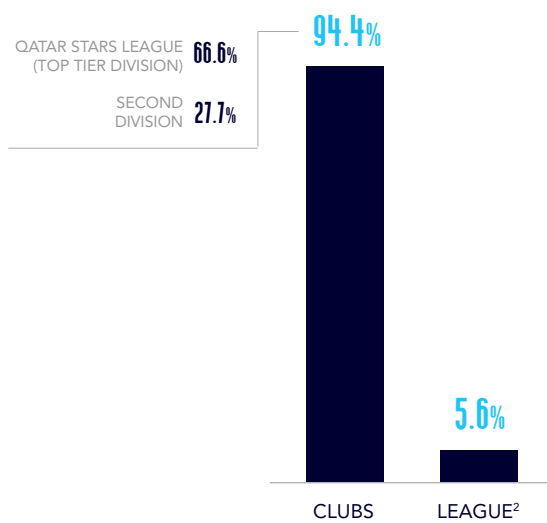
<sup>4</sup> The Statutes do not establish any rule with regards to stakeholders representation on the ExCo. As such, the final composition of the ExCo depends on each presidential candidate's electoral list. Each candidate list must be supported by at least 1/10 of the delegates to the GA. No delegate may support more than one list and no candidate may be included in more than one list.

# QATAR

## QATAR FOOTBALL ASSOCIATION

### GENERAL ASSEMBLY

ALLOCATION OF VOTES PER STAKEHOLDER GROUP<sup>1</sup>



<sup>1</sup>The GA structure represented above is the result of an assumption based on the best available information.

<sup>2</sup>The Qatar Stars League Management (QSLM) is an organization subordinate to and recognized by the QFA.

<sup>3</sup>Not applicable in case of specific items included in the GA's agenda (e.g. modifications to the Statutes or election of the President or ExCo members).

### EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>4</sup> Every candidate for a position on the Executive Committee must be proposed by at least one Member. No Member shall have more than two representatives on the ExCo, including the President.

### 37 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 30% OF MEMBERS

### 7 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP

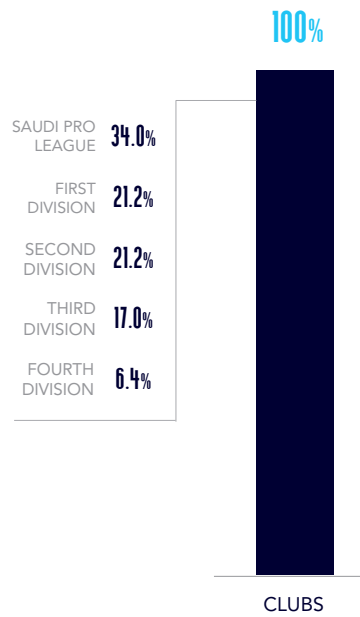


# SAUDI ARABIA

## SAUDI ARABIAN FOOTBALL FEDERATION

### GENERAL ASSEMBLY

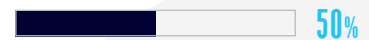
ALLOCATION OF VOTES PER STAKEHOLDER GROUP



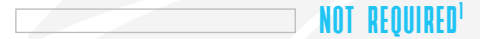
### 47 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



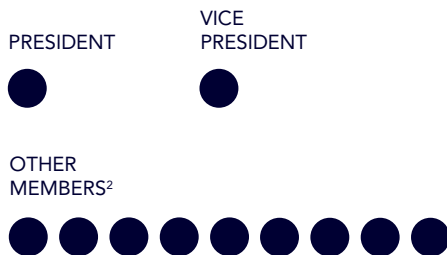
POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 1/3 OF MEMBERS

<sup>1</sup> Not applicable in case of specific items included in the GA's agenda (e.g. modifications to the Statutes or elections).

### EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



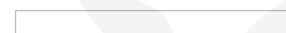
### 11 MEMBERS

ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>2</sup> The Statutes do not establish any rule with regards to stakeholders representation on the ExCo. As such, the final composition of the ExCo depends on each presidential candidate's electoral list.

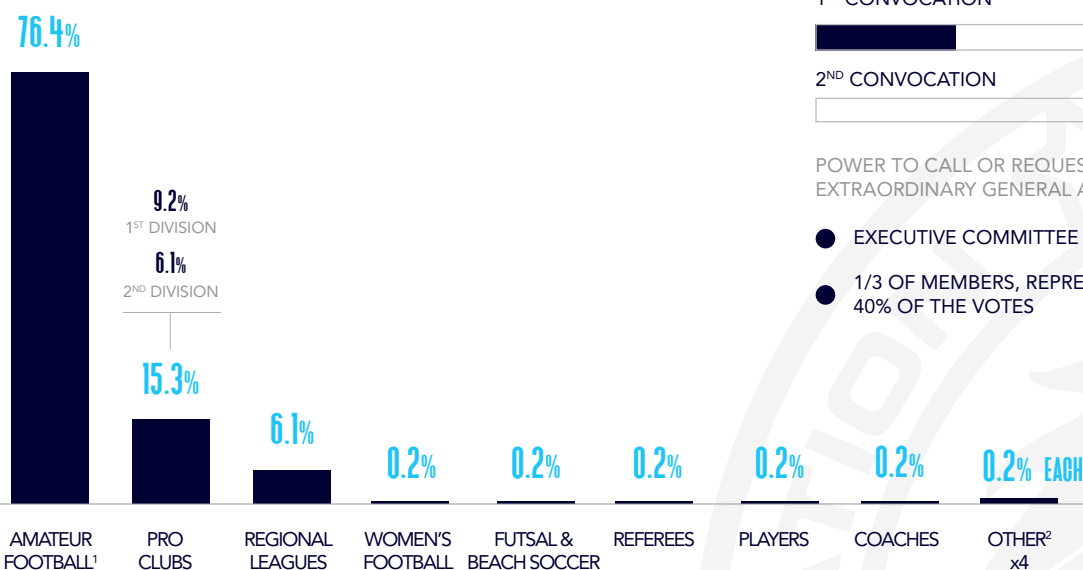
<sup>3</sup> Each candidate list must be supported by at least three Members. No Member may support more than one list.

# SENEGAL

## FÉDÉRATION SÉNÉGALAISE DE FOOTBALL

### GENERAL ASSEMBLY ASSEMBLÉE GÉNÉRALE

ALLOCATION OF VOTES PER STAKEHOLDER GROUP



<sup>1</sup> Represented by delegates of Clubs from the *Championnat National Amateur*.

<sup>2</sup> L'Organisme National de Coordination des Activités de Vacances (ONCAV) with two votes. The *Association Sénégalaise de Médecine du Sport (ASMS)*, the *Union des Association Sportives Scolaires et Universitaires (UASSU)* and the *Fédération Sénégalaise des Sports Travailleurs (FSST)* with one vote.

<sup>3</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or election of the President or ExCo members).

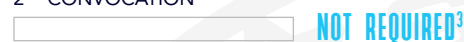
### 416 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCACTION



2<sup>ND</sup> CONVOCACTION

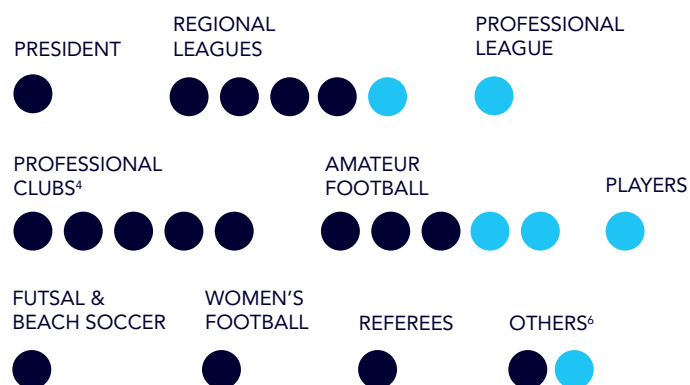


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 1/3 OF MEMBERS, REPRESENTING 40% OF THE VOTES

### EXECUTIVE COMMITTEE COMITÉ EXÉCUTIF

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP

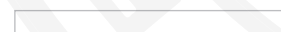


### 23 MEMBERS

ELECTED/APPOINTED BY:



EXECUTIVE COMMITTEE



<sup>4</sup> Three members representing first division Clubs and two members representing second division Clubs.

<sup>5</sup> The President of the Professional League (who is also 1<sup>st</sup> Vice-President of the FSF), the President of the Amateur Football section (2<sup>nd</sup> Vice-President), a representative elected by the Presidents of the Regional Leagues (3<sup>rd</sup> Vice-President), the President of ONCAV (4<sup>th</sup>), a representative elected by Amateur Clubs (5<sup>th</sup> Vice-President) and the President of the *Association des Internationaux de Football* (6<sup>th</sup> Vice-President).

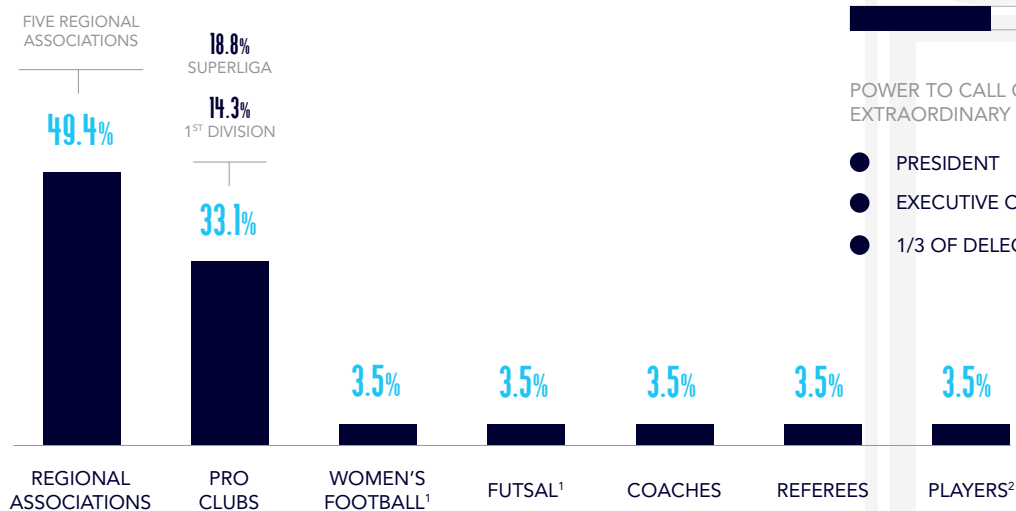
<sup>6</sup> The President of ONCAV and one representative from the Senegalese Association of Sports Medicine (ASMS).

# SERBIA

## FUDBALSKI SAVEZ SRBIJE

### GENERAL ASSEMBLY

ALLOCATION OF VOTES PER STAKEHOLDER GROUP

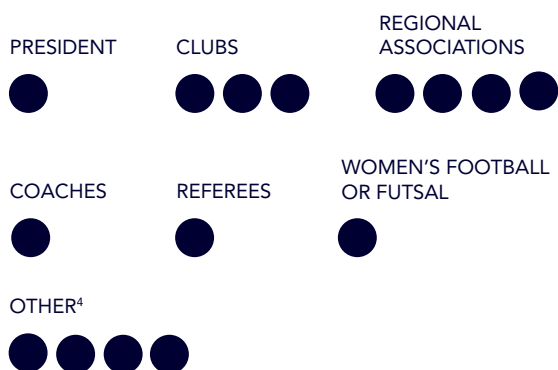


<sup>1</sup> In the case of Women's Football and Futsal, representation is made of delegates from clubs participating in the respective top-tier national leagues.

<sup>2</sup> In the case of Players, representation is made of two delegates of former National Team Players and one delegate from the domestic Players' Union recognised by FIFPRO.

### EXECUTIVE COMMITTEE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP

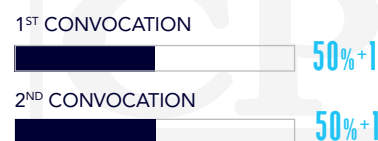


<sup>3</sup> All Executive Committee members are elected as part of the list presented by the winning candidate at the Presidential elections. Each candidate list shall include at least one female representative.

<sup>4</sup> Members with or without direct membership in the Federation. The provision was introduced to allow representation from the lower structures of domestic football (e.g. district, town or municipal associations).

### 85 DELEGATES

QUORUM

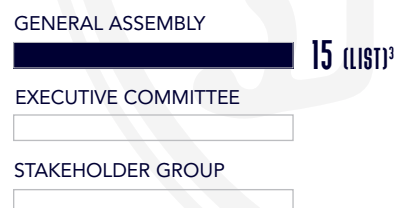


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 1/3 OF DELEGATES

### 15 MEMBERS

ELECTED/APPOINTED BY:

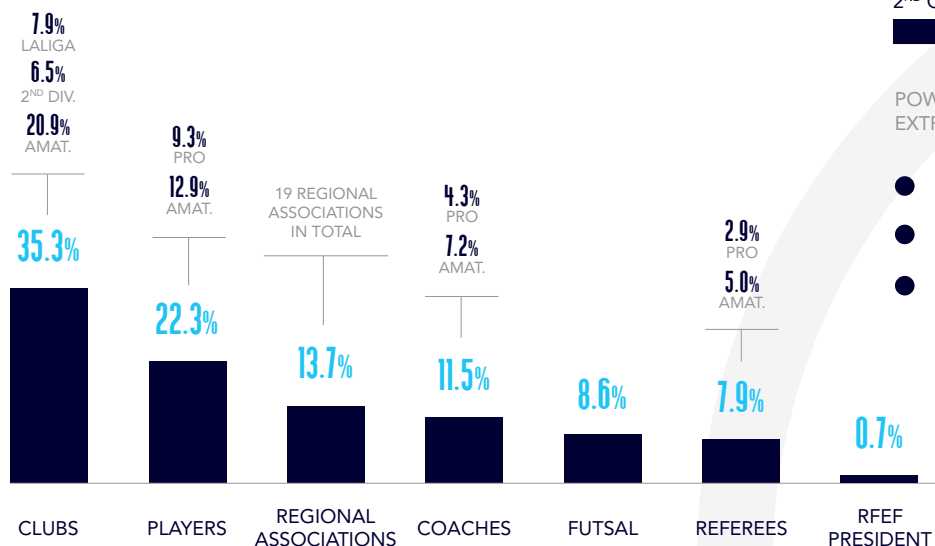


# SPAIN

## REAL FEDERACIÓN ESPAÑOLA DE FÚTBOL

### GENERAL ASSEMBLY *ASAMBLEA GENERAL DE DELEGADOS*

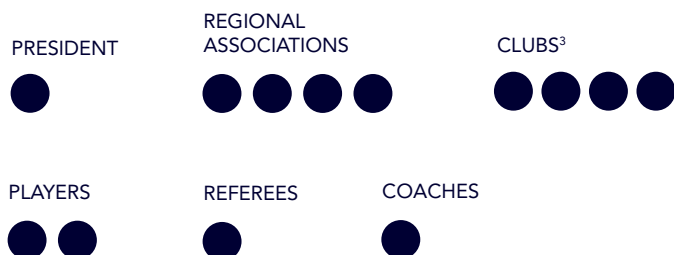
ALLOCATION OF VOTES PER STAKEHOLDER GROUP



<sup>1</sup> Not applicable when the presence of a higher quorum is specifically required by statutory provision.

### EXECUTIVE COMMITTEE *COMISIÓN DELEGADA<sup>2</sup>*

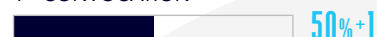
ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



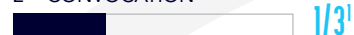
### 139 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

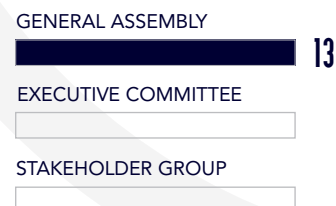


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- MAJORITY OF THE EXECUTIVE COMMITTEE
- 20% OF DELEGATES

### 13 MEMBERS

ELECTED/APPOINTED BY:



<sup>2</sup> In addition to the *Comisión Delegada*, RFEF's structure includes an additional executive body - the *Junta Directiva*. Comprising of a total 43 members - all appointed by the President - the *Junta Directiva's* role is to assist the President in his/her governing activities.

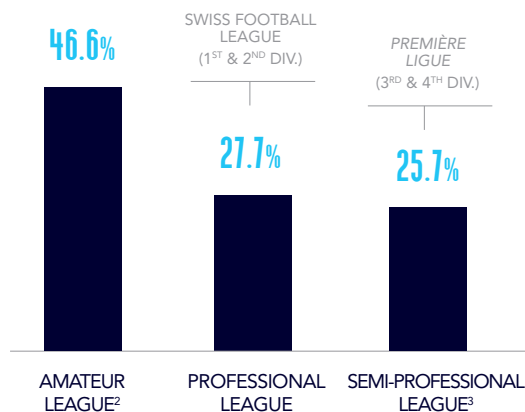
<sup>3</sup> Clubs from the same region (*comunidad autónoma*) shall not represent more than 50% of the total Clubs' seats on the ExCo.

# SWITZERLAND

## ASSOCIATION SUISSE DE FOOTBALL

### GENERAL ASSEMBLY *ASSEMBLÉE DES DÉLÉGUÉS*<sup>1</sup>

ALLOCATION OF VOTES  
PER STAKEHOLDER GROUP<sup>2</sup>



<sup>1</sup>For the purposes of this study, the name of the Association and of its bodies are indicated in their French version.

<sup>2</sup>The *Ligue Amateur* - which also includes clubs that are only active in Futsal or Women's Football - comprises of a total of 13 Regional Associations.

<sup>3</sup>Representing a total of 66 clubs across the third (Promotion League) and fourth (1ère Ligue) highest divisions in Swiss football, the *Première Ligue* is defined as the link between Professional and Amateur football in the country.

<sup>4</sup>The Swiss Football League, the *Première Ligue* and the *Ligue Amateur* are the three sections of the *Association Suisse de Football* (ASF).

### EXECUTIVE COMMITTEE *COMITÉ CENTRAL*<sup>5</sup>

ALLOCATION OF SEATS PER  
FUNCTION/STAKEHOLDER GROUP

PRESIDENT



AMATEUR  
FOOTBALL



PROFESSIONAL  
FOOTBALL



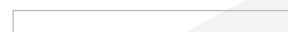
SEMI-PROFESSIONAL  
FOOTBALL



### 101 DELEGATES

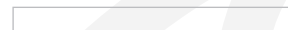
QUORUM

1<sup>ST</sup> CONVOCATION



NOT REQUIRED

2<sup>ND</sup> CONVOCATION



NOT REQUIRED

POWER TO CALL OR REQUEST AN  
EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- ONE SECTION<sup>4</sup>
- 1/5 OF MEMBERS

### 7 MEMBERS

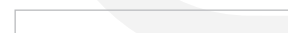
ELECTED/APPOINTED BY:

GENERAL ASSEMBLY



4

EXECUTIVE COMMITTEE



STAKEHOLDER GROUP<sup>6</sup>



3

<sup>5</sup>In addition to the *Comité Central*, ASF's structure includes another executive body - the *Conseil de l'Association*. Comprising of a total 25 members - the seven ExCo members plus six additional members per each of the sections - the *Conseil de l'Association's* competences include holding preliminary discussions on items to be submitted to the GA and deciding on non-budgeted expenses of more than one million Swiss Francs (up to a total of three million Swiss Francs per financial year).

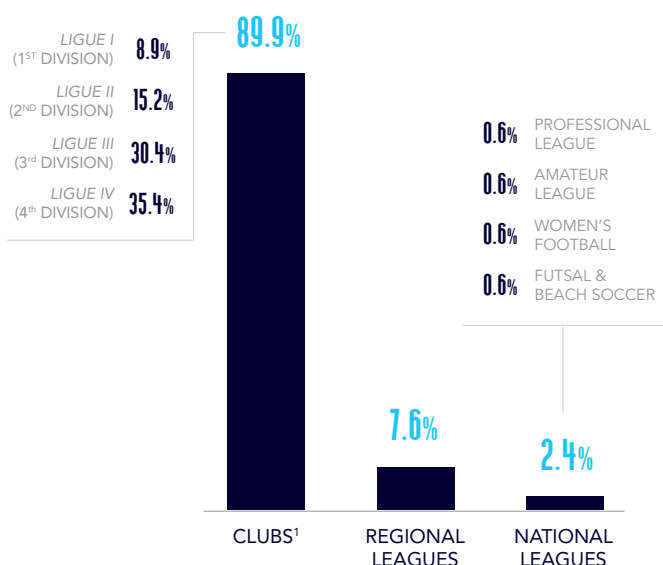
<sup>6</sup>The Presidents of the Swiss Football League, the *Première Ligue* and the *Ligue Amateur* are *ex-officio* members of the ExCo and Vice-Presidents of the ASF. An additional member from each of the sections is elected by the General Assembly.

# TUNISIA

## FEDERATION TUNISIENNE DE FOOTBALL

### GENERAL ASSEMBLY ASSEMBLÉE GÉNÉRALE

ALLOCATION OF VOTES PER STAKEHOLDER GROUP<sup>1</sup>



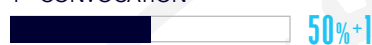
<sup>1</sup> The illustration above refers to non-elective General Assemblies, where each of the members is entitled to one vote. In the case of elections, voting power is distributed as follows: *Ligue I* clubs, *Ligue II* clubs, National and Regional Leagues - five votes each, *Ligue III* clubs - two votes each, *Ligue IV* clubs - one vote each.

<sup>2</sup> Not applicable when specific items are included in the GA's agenda (e.g. modifications to the Statutes or election of the President or ExCo members).

### 158 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCACTION



2<sup>ND</sup> CONVOCACTION

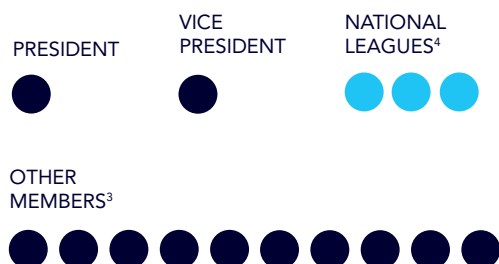


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 2/3 OF DELEGATES

### EXECUTIVE COMMITTEE BUREAU FÉDÉRALE

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



### 15 MEMBERS

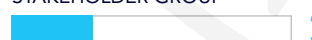
ELECTED/APPOINTED BY:



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>3</sup> The Statutes do not provide any specific indication in terms of stakeholder representation. As such, the final composition of the ExCo depends on each presidential candidate's electoral list.

<sup>4</sup> The presidents of the *Ligue Nationale du Football Professionnel* (top two divisions), the *Ligue Nationale du Football Amateur Niveau 1* (third division) and the *Ligue Nationale du Football Amateur Niveau 2* (fourth division) are *ex-officio* members of the ExCo.

<sup>5</sup> Each candidate list must be supported by at least 15 Members with the right to vote. Each Member may support one list only. Each candidate list shall include at least one female representative.

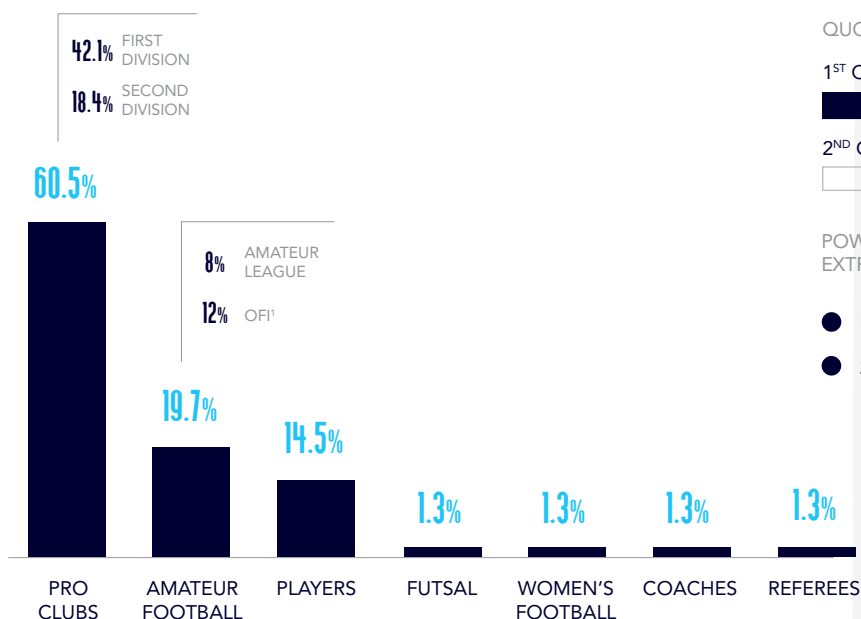


# URUGUAY

## ASOCIACIÓN URUGUAYA DE FÚTBOL

### GENERAL ASSEMBLY *CONGRESO*

ALLOCATION OF VOTES PER STAKEHOLDER GROUP

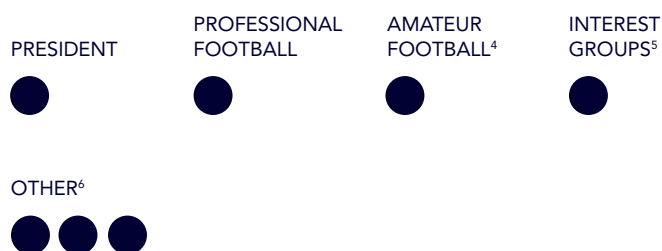


<sup>1</sup> The *Organización del Fútbol del Interior (OFI)* comprises of clubs and leagues that are based outside of the Montevideo area and that do not participate/are part of professional leagues or the amateur first division.

<sup>2</sup> Not applicable when the presence of a higher quorum is specifically required by statutory provision.

### EXECUTIVE COMMITTEE *COMITÉ EJECUTIVO*

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>3</sup> Candidates for positions on the ExCo are proposed by the President and ratified by the General Assembly. In the case of the Professional Football, Amateur Football and Interest Groups representatives, the President shall propose the candidates in turn proposed by each of these stakeholder groups.

<sup>4</sup> A candidate proposed by the Amateur Football Council - which comprises of representatives from OFI, the Amateur first division, the Futsal league and the Women's Football league.

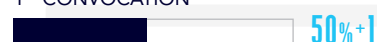
<sup>5</sup> A candidate proposed by the representatives of Players, Coaches and Referees.

<sup>6</sup> The Statutes do not provide any specific indication in terms of stakeholder representation for these three members. At least one member of the ExCo shall be a woman.

58 DELEGATES

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- EXECUTIVE COMMITTEE
- 25% OF DELEGATES

7 MEMBERS

ELECTED/APPOINTED BY<sup>3</sup>:

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP

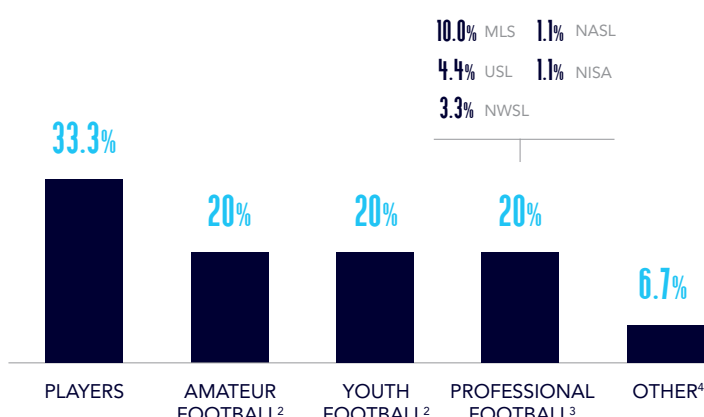


# USA

## UNITED STATES SOCCER FEDERATION

### GENERAL ASSEMBLY NATIONAL COUNCIL

ALLOCATION OF VOTES PER STAKEHOLDER GROUP



<sup>1</sup> This number refers to the National Council meeting held in Atlanta, Georgia in March 2022.

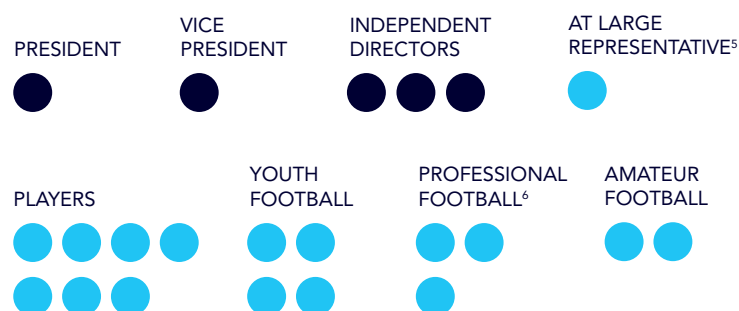
<sup>2</sup> Together, the Adult Council and the Youth Council represent a total of 90 State Associations and four National Associations (American Youth Soccer Organization or AYSO, US Adult Soccer, US Club Soccer, US Youth Soccer).

<sup>3</sup> MLS: Major League Soccer; USL: United Soccer League; NWSL: National Women's Soccer League; NASL: North American Soccer League, NISA: National Independent Soccer Association.

<sup>4</sup> Including a) the voting members of the Board of Directors, b) Past Presidents, c) Life Members, d) Individual Sustaining Members (fan representatives), e) two National Affiliates (US Youth Futsal and United Premier Soccer League), f) five Other Affiliates (ANFEEU, Say Soccer, US Futsal, United Futsal, US Specialty Sports Association Soccer), g) two Associate Members (United Soccer Coaches and US Armed Forces Sports Council and h) five Disabled Service Organizations (Cerebral Palsy Soccer, American Amputee Soccer Association, US Association of Blind Athletes, US Power Soccer and USA Deaf Soccer).

### EXECUTIVE COMMITTEE BOARD OF DIRECTORS

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



<sup>5</sup> The At Large Representative shall be elected by the following Organization Members, so long as they are not otherwise represented on the Board: a) Disabled Leagues, b) Professional Leagues, c) National Affiliates, d) National Associations, e) Other Affiliates and f) Associates.

<sup>6</sup> Each Professional League may only have one representative on the Board of Directors.

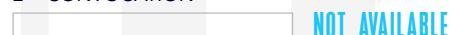
### 579 DELEGATES<sup>1</sup>

QUORUM

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION

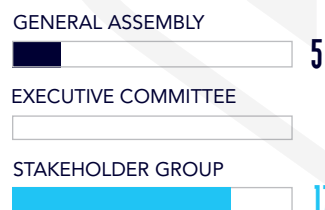


POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY

- PRESIDENT
- EXECUTIVE COMMITTEE
- 1/3 OF ORGANIZATION MEMBERS

### 22 MEMBERS

ELECTED/APPOINTED BY:

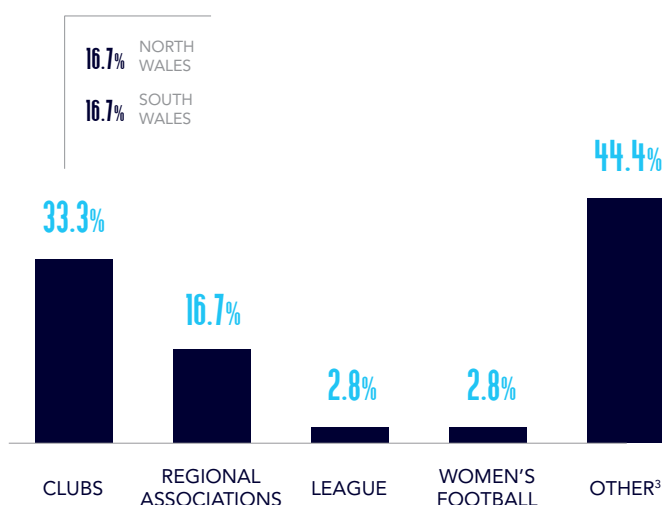


# WALES

## FOOTBALL ASSOCIATION OF WALES

### GENERAL ASSEMBLY COUNCIL<sup>1</sup>

ALLOCATION OF VOTES PER STAKEHOLDER GROUP<sup>2</sup>



### 36 DELEGATES

QUORUM<sup>4</sup>

1<sup>ST</sup> CONVOCATION



2<sup>ND</sup> CONVOCATION



POWER TO CALL OR REQUEST AN EXTRAORDINARY GENERAL ASSEMBLY<sup>5</sup>

● EXECUTIVE COMMITTEE

● 40 MEMBERS

<sup>1</sup> The figure above refers to the composition of the Council - the supreme body of the Association. General Meetings of the Members - where each FAW Member is entitled to send one representative, are held at least once a year in the month of May for the consideration of any changes to the Rules of the Association.

<sup>2</sup> The composition of the Council illustrated above will be valid until the 31<sup>st</sup> of July 2023. From the 1<sup>st</sup> of August 2023, the Council will comprise of a total of 12 representatives from men's and women's Leagues, 12 representatives from the Regional Associations and one representative from each other organisation accepted as FAW Member.

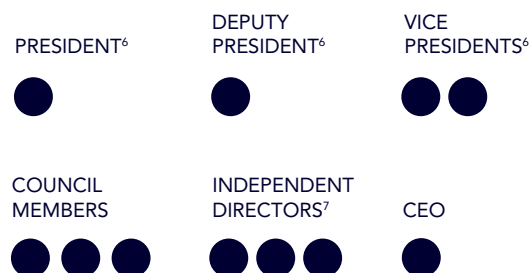
<sup>3</sup> The four officers (President, Deputy President and the two Vice-Presidents), the five Past Presidents and the seven Life Councillors.

<sup>4</sup> The quorum may be fixed by the General Meeting from time to time, but it must never be less than two, and unless otherwise fixed, it is seven.

<sup>5</sup> This information refers to special General Meetings of the Members. Meetings of the Council shall normally be held at bi-monthly intervals.

### EXECUTIVE COMMITTEE BOARD OF DIRECTORS

ALLOCATION OF SEATS PER FUNCTION/STAKEHOLDER GROUP



### 11 MEMBERS

ELECTED/APPOINTED BY

GENERAL ASSEMBLY



EXECUTIVE COMMITTEE



STAKEHOLDER GROUP



<sup>6</sup> The four Officers (President, Deputy President and the two Vice-Presidents) shall be appointed or elected by the Council from among the Councillors (Past Presidents and Life Councillors excluded) or the sitting Officers.

<sup>7</sup> Including the Independent Chair - the person appointed by the Council to chair meetings of the ExCo.



INTERNATIONAL  
CENTRE FOR  
SPORTS STUDIES

Avenue DuPeyrou 1  
2000 Neuchâtel  
Switzerland

Phone +41 (0) 32 718 39 00  
[www.cies.ch](http://www.cies.ch)  
[sports.intelligence@cies.ch](mailto:sports.intelligence@cies.ch)

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