PROPOSED SET OF PRINCIPLES FOR REFORMS

**Leadership**
Principles of leadership to affect cultural change at FIFA

**Governance**
Principles of governance reform

**Participation**
Principles to foster greater participation of member associations and stakeholders in FIFA
EXECUTIVE COMMITTEE MEETING
Home of FIFA, Zurich

2/3 December 2015

PRINCIPLES OF LEADERSHIP

RESPONSIBILITY
Key FIFA officials shall accept and assume responsibility in respect of recognising and addressing any emerging deficiencies in FIFA and in organised football as a whole.

HUMILITY
All key FIFA officials must accept that no individual or organisation is perfect. Errors do occur, and they must be recognised and addressed.

TONE AT THE TOP
FIFA, the Confederations, member associations and stakeholders in organised football must set the tone to encourage an ethical culture within all their organisations.

RESPECT
All those involved in football must show respect for each other for the regions and cultures we represent and for the views of external stakeholders, including the media and critics.

CANDOUR
Nothing short of full transparency in how football is governed at global, regional and local level shall be acceptable.
CLEAR SEPARATION OF “POLITICAL” (STRATEGIC) AND MANAGEMENT FUNCTIONS

FIFA COUNCIL
- Oversees strategic matters
- Supervisory role over committees and general secretariat

GENERAL SECRETARIAT
- Executes day-to-day business
- Implements policies and strategies as defined and directed by the Council

FULLY INDEPENDENT AUDIT AND COMPLIANCE COMMITTEE

GOVERNANCE REFORM
CLEAR SEPARATION OF "POLITICAL" (STRATEGIC) AND MANAGEMENT FUNCTIONS: "MONEY IN"
CLEAR SEPARATION OF “POLITICAL” (STRATEGIC) AND MANAGEMENT FUNCTIONS: “MONEY OUT”

- **CONGRESS**
  - Approves budget
  - Sets general framework

- **COUNCIL**
  - Defines policies & guidelines
  - Oversees
  - Sets framework

- **FINANCE COMMITTEE**
  - Assists

- **GENERAL SECRETARIAT**
  - Day-to-day operations, Decisions of Dev. Comm., Checks appropriate use of funds
  - Instructs

- **DEVELOPMENT COMMITTEE**
  - Allocates funds to individual projects

- **FULLY INDEPENDENT AUDIT AND COMPLIANCE COMMITTEE**
  - REVIEW & OVERSEE
  - All processes and money flows
ELECTIONS AND TERMS OF MEMBERS OF THE FIFA COUNCIL

FIFA CONGRESS (209 MA'S)

FIFA PRESIDENT

FIFA COUNCIL

36 MEMBERS

Member Associations elect

* Elections by FIFA member associations on the occasion of confederations’ congresses in accordance with FIFA Statutes and regulations

Supervises Election Processes

Checks Eligibility

FIFA REVIEW COMMITTEE

MAXIMUM 3 TERMS OF 4 YEARS

For the Game. For the World.
TRANSPARENCY OF COMPENSATION

INDIVIDUAL COMPENSATION OF:

- President
- Council Members
- Secretary General
- Chairpersons of Independent Committees
- Chairpersons of Judicial Bodies

REVIEW AND APPROVAL by independent Compensation Committee

DISCLOSURE on an annual basis
UNIVERSAL PRINCIPLES FOR CONFEDERATIONS AND MEMBER ASSOCIATIONS (MINIMUM STANDARD)

- Political and Religious Neutrality
- Prohibition of Discrimination
- No External Political Interference
- Clear-Cut Decision-Making Bodies
- Respect for Loyalty, Integrity, Fair Play
- Independent Judicial Bodies
- Avoidance of Conflicts of Interest
- Representative Democracy
- Annual Independent Audits
PRINCIPLES OF PARTICIPATION

REDUCTION OF STANDING COMMITTEE
- Reduction of the number of Standing Committees from 26 to 9

INDEPENDENT COMMITTEE MEMBERS
- Finance, Development and Governance committee to include requirements for a minimum number of independent members

STAKEHOLDERS’ COMMITTEE
- Creation of a new Football Stakeholders’ Committee to include members representing key stakeholders in the game

ANNUAL MEMBER CONFERENCES
- FIFA-hosted conferences involving all member associations

FIFA MEN’S WORLD CUP
- Expansion of the number of teams eligible for the finals of the FIFA Men’s World Cup from 32 to 40

PROMOTION OF WOMEN IN FOOTBALL
- Substantial increase of voting seats on the FIFA Council for women
- Promotion of women as an explicit statutory objective of FIFA