2015 SUSTAINABILITY REPORT
OUR JOURNEY TOWARDS CREATING SHARED VALUE
Note on Method [G4-22; G4-23; G4-28; G4-31; G4-32; G4-33]

This report has been prepared in accordance with the fourth generation (G4) of sustainability reporting guidelines as developed by the Global Reporting Initiative (GRI), applying the Core disclosure option; at the end of the report, a content index lists the Standard Disclosures provided.

In addition, the chapter "A shared journey: engagement and strategy" contains GRI Standard Disclosures on Identified Material Aspects and Boundaries (G4-17-21) and Stakeholder Engagement (G4-24-27). In preparing the report, reference was also made to the “Event Organizers Sector Disclosures 2014” document.

The method for generating the materiality matrix (G4-22) has also been changed.

More internal and external stakeholders were involved this year, and the materiality analysis also included J1897 member supporters. A different item assessment method was used, offering greater detail, useful for redefining both rankings and the materiality matrix.

The information disclosed in this report refers to the financial year ending 30 June 2015 and to the 2014/2015 football season; as such, the scope of reporting is the same as for the Annual Financial Report as at 30 June 2015.

The report also provides data for three previous financial years/ football seasons in the interests of drawing comparisons. It should be noted that environmental data refers to the calendar year and not to the football season.

Where pertinent, reference is made to the following documents, all of which can be viewed in the Investor Relations section of the Juventus website:
• Annual Financial Report at 30 June 2015
• Code of Ethics
• Corporate Governance Annual Report 2014/2015
• Remuneration Report 2014/2015
• Organisation, Management and Control Model, pursuant to Legislative Decree 231/2001
• Procedure for Transactions with Related Parties

With the exception of data provided in the financial report, the information disclosed in this report has not been verified by an external auditor.

For questions or comments concerning this report, please contact Claudio Albanese, Communications & External Relations Director, at claudio.albanese@juventus.com.
2015 SUSTAINABILITY REPORT
OUR JOURNEY TOWARDS CREATING SHARED VALUE
During the 2014/2015 season, an extensive process designed to foster engagement was launched, enabling the club, on the one hand, to improve the content of this second Sustainability Report and, on the other, to identify the main courses of action for its sustainability strategy thus guiding investment decisions within this framework.
A SHARED CHALLENGE

LETTER TO STAKEHOLDERS FROM CHAIRMAN ANDREA AGNELLI

In the 2014/2015 season, our company took a decisive step towards sustainability. As a result of this choice, Juventus has embarked on a gradual and ongoing exchange with all its stakeholders in order to create and build value for everyone.

This long and complex process began two years ago with specific engagement initiatives and continued with the publication of “Report One – Towards Sustainability in Football”, essentially aimed at giving stakeholders a snapshot of our company and of the impact of its various activities, reporting on the aspects that the stakeholders themselves judged to be most significant.

The report we present to you this year takes a further step in that direction. Juventus works extremely hard on its relationships with its stakeholders, and this has led to a significant expansion of the engagement process, both in quantity and quality; for the first time, it has included dialogue with supporters, albeit a limited group – our J1897 members. This has led Juventus to embrace the concept of “shared value”, as defined by Michael Porter. Indeed, the company’s competitiveness is in fact directly proportional to the evolution of the context in which it operates and is expressed through its ability to strengthen its relationships with its main stakeholders, whether shareholders or the media, players or supporters, sports institutions or sponsors, customers or suppliers, law enforcement or government agencies.

Football has a greater social impact than almost any other industry, both in Italy and abroad. Despite this, the majority of clubs, not just those in Italy, are strangely unable to assume such a role in their relationship with their stakeholders. With the “2015 Sustainability Report – Our journey towards creating shared value”, Juventus resolves to be a pioneer and leader in this area, as reflected by the club’s long tradition of innovation within the football industry.

The new season will see Juventus drawing up a coherent sustainability strategy – an objective that, whilst complex, is nonetheless achievable, thanks to the commitment of all its people and the ongoing development of the partnership between Juventus and its stakeholders.

Fino alla fine…
A SHARED JOURNEY: ENGAGEMENT AND STRATEGY
The first Juventus Sustainability Report was important for informing stakeholders about initiatives the Club has been supporting over the years away from the football pitch, “behind the scenes.” The engagement process provided a key opportunity to open up to stakeholders, to get to know one another, in the interests of responsible football.

The process highlights the centrality of the key aspects of sustainability for the Club’s future success, and the need therefore for a strategic approach. In addition, it is increasingly clear how much the Club’s actions influence numerous stakeholders and the extent to which the Club’s sustainability depends on this strong social “interconnection”.

Juventus has chosen to pursue a strategy based on a path it “shares” with its stakeholders, where every decision is assessed based on its potential positive impact both for the club and for society. The sustainability of Juventus lies in this reciprocal benefit.

The structure and content of this report, therefore, originate directly from dialogue with stakeholders and from the Club’s strategic direction. The first part of the report explains the new strategic approach and the engagement with stakeholders as pursued in 2015. It then presents data and information on the most recent football season, divided into four strategic macro areas: matchday, players, communities and the local area and the business of sport.
Drawing up strategy initially involved the analysis and comparison of four factors:

- Global trends, helpful for identifying society's needs
- The views of stakeholders, which emerged during the process of engagement conducted by the Club in early 2015
- Corporate risks, assessed by the Club annually
- Juventus business strategy

On the one hand, Juventus has sought to establish its expectations as a company, contextualizing them within the general picture emerging from the analysis, and, on the other hand, to define the added value that lead the club to direct its efforts towards a particular area for the Club and its stakeholders. This approach can be defined as **shared value**, through which business and sustainability strategies are increasingly combined.


2. In early 2011, Michael Porter formulated the theory of shared value, which can be defined as the set of policies and operating practices that enhance a company's competitiveness and, at the same time, improve the economic and social conditions of the communities in which it operates.
The shared value approach states that a sustainable company cannot disregard the context in which it operates. Every company has elements that can help it to create value, and it is through these that Juventus intends to pursue this path, that is, through its players, its technical expertise, its power to communicate, its human capital and its infrastructure.

Specifically, there are twelve major aspects in which Juventus chooses to invest each day, and these can be grouped under the 4 strategy macro areas (not in order of importance):

**Matchday**
- Fighting all forms of discrimination
- Fan relationship management
- Raising awareness among supporters

**Players**
- Educating and investing in our young athletes
- Training and caring for players

**Communities and the local area**
- Creating employment and safeguarding jobs
- Developing services to support the local area
- Promoting national and international networking
- Monitoring environmental aspects

**The business of sport**
- Investing in people (managers and employees)
- Respecting financial fair play
- Investing in technology (applies to all areas)

The chapter “Results Achieved and Strategic Objectives” presents details of the long-term objectives for Juventus in each macro area, the results achieved in terms of corporate sustainability during this first season and subsequent measures to be taken in the short and long term.
"In preparing this first sustainability report, the Club developed a specialised approach designed to address sustainability issues in a systematic way. As such, the interviews conducted were considered to be a first step towards a more enduring stakeholder engagement process. By publishing this first sustainability report, the Club demonstrates its intention to organise stakeholder engagement initiatives on a more regular basis". This is Juventus’ statement from its first Sustainability Report. During the 2014/2015 season, the Club extended this process of dialogue, increasing the stakeholder base and engaging it as much as possible.

Juventus has regular dealings with all its stakeholders in the course of its day-to-day business. Very often, these dealings touch on themes of a social or environmental nature but, until the drafting of its first Sustainability Report (2013/2014 season), stakeholders had never been expressly or systematically engaged on such aspects.

Juventus interacts daily with a large number of stakeholders, both internal and external to the Club, grouped according to how much they may be involved in and affected by the Club’s various activities.

The Club’s stakeholders can be identified as follows:
- Competitors (other clubs, their supporters and contractors)
- Educational institutions and universities
- Families of Juventus players
- Football fans
- First team players
- Government and law enforcement agencies
- Juventus soccer school participants and their families
- Juventus supporters, season ticket holders, members and stadium spectators
- National and international third sector organisations
- Players’ agents and managers
- Shareholders and capital providers
- Sponsors and business partners
- Sports institutions
- Staff (technical/sports, medical, etc.)
- Suppliers and their employees
- The media
- Top management, employees and contractors (stewards)
- Youth sector players

### STAKEHOLDER ENGAGEMENT [G4-26]

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<tr>
<th>STAKEHOLDERS</th>
<th>EXAMPLES OF ENGAGEMENT</th>
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<tbody>
<tr>
<td>Shareholders and capital providers</td>
<td>Shareholders’ meetings and regular one-to-one meetings</td>
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<tr>
<td>DOC clubs and their members</td>
<td>Club Day dedicated to DOC Clubs worldwide (most recent meeting 24 February, 2014), with Club management in attendance</td>
</tr>
<tr>
<td></td>
<td>Websites and newsletters for Club members</td>
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<td></td>
<td>DOC Club Coordination Centre activities</td>
</tr>
<tr>
<td>Sports institutions (European Club Association, FIFA, FIGC, Lega Calcio and UEFA)</td>
<td>Active participation in FIGC and Lega Calcio</td>
</tr>
<tr>
<td></td>
<td>Participation in the European Club Association and attendance at sponsored events</td>
</tr>
<tr>
<td></td>
<td>Active collaboration with UNESCO against racism</td>
</tr>
<tr>
<td>Media</td>
<td>National and international press office activities, with press releases also published on the Club website</td>
</tr>
<tr>
<td></td>
<td>Media Day in Vinovo, Italy, with journalists and media outlet representatives from various European countries (49 television channels present, 20 photographers, 60 journalists from the press and 10 radio stations)</td>
</tr>
</tbody>
</table>
During the 2014/2015 season, engagement activities were conducted with a significant number of stakeholders as well as a representation of supporters most closely involved in the Club. On the one hand, the process aimed to help to define the contents of the Sustainability Report through an in-depth examination of the most important aspects for the Club and for its stakeholders (materiality), and through specific questions on key issues; on the other hand, it aimed to provide suggestions for the Club's sustainability plan and to direct investment decisions in this area.

Compared to last season, the sample of people engaged by Juventus has increased significantly, from 40 to 1,315, thanks to the involvement of supporters, an especially important group for the Club.

Stakeholder engagement took last year's achievements into consideration and mapped any new developments/facts that had recently emerged. The key aspects for Juventus were then revised, enabling the materiality matrix to be updated.

After this initial phase of identifying the most important aspects and priorities for the Club, the following engagement initiatives were launched in early 2015:

- **17 internal interviews** to map the areas that Juventus is pursuing and to update the mapping of the material aspects as perceived from within the Club;
- **10 interviews** with national and international experts to build a clear and complete overview of the world of football and sport;
- **2 online questionnaires** to find out the opinions of Juventus supporters and stakeholders. The response rate was 40%, and provided 1,298 answers:
  - The first questionnaire, especially designed for supporters, was sent to 3,092 J1897 members, of whom 2,697 were in Italy and 395 abroad. In total, 1,237 responses were received.
  - The second questionnaire, on the other hand, was sent to 136 respondents
from various categories of stakeholder, such as suppliers, shareholders, sponsors, journalists, institutions and other partners. The total number of responses received was 61.

The key factor that emerged from the external engagement process was the critical role that “culture” plays have in the world of football and, specifically, in the world of Juventus. A “culture” of sustainability in football, understood as:

- A culture of cooperation, where working together with organizations from the world of football and elsewhere brings great benefits.
- A corporate culture, in which a company chooses to invest in its internal resources and in its financial sustainability to strengthen its credibility.
- A culture of safety, the most important element of which is the engagement of supporters to ensure long-term safety.
- A supporters’ culture, or the ability to make a club’s supporters feel part of one community.
- A young people’s culture, which sees the need to raise awareness among young people by keeping support positive and mindful and promoting positive role models in sport.
- A social and environmental culture, which asks all of us to make more sustainable choices.

THE IMPORTANCE OF SUSTAINABILITY ASPECTS ACCORDING TO THE SUPPORTERS INTERVIEWED

THE IMPORTANCE OF SUSTAINABILITY ASPECTS ACCORDING TO THE EXTERNAL STAKEHOLDERS INTERVIEWED
Each of the external and internal representatives interviewed was asked to assess the importance of the aspects identified in the initial phase: this year again, there was very little overlap between the aspects identified and those considered by the Global Reporting Initiative, due to the fact that football is a unique and highly specific business sector.

Unlike last year, when stakeholders were asked to rate each aspect individually, all categories of internal and external stakeholders interviewed this year were asked to identify the 5 most significant items and the 5 least significant. This method generated more clear-cut results in terms of the few “critical” aspects and the least significant aspects: for sustainability strategy, the results enable the Club to identify priority areas for future investment and engagement; in terms of the Sustainability Report, the results allow the Club to respond better to external expectations and provide more detail on the aspects that really matter.
All aspects within the materiality matrix are considered as significant by the Club and will be addressed within this report. The aspects considered to be material are those found in the “high priority” segment, namely:
- Corporate governance, compliance and ethics
- Education and development of young players
- Financial sustainability
- Education of young supporters
- Stadium safety
- Relations with supporters
- Combating racism and discrimination
- Conduct of first team players
- Health of our players

For each material aspect, a study was carried out as to whether its impact falls inside or outside the Club.

Juventus has no subsidiary or affiliated companies, and so the analysis of the internal impact concerns those areas within the company that are most affected for each material aspect.

In terms of the external impact, there are many stakeholders who may be affected by Juventus’ activities and impacted positively or negatively. The way Juventus interacts with other parties is described in the table below:

### Analysis of the Impact on Material Aspects and the Main Stakeholders Affected

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Internal Impact</th>
<th>External Impact</th>
<th>Reporting Limitations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate governance, compliance and ethics</td>
<td>★★★★★</td>
<td>★★★★★☆</td>
<td>Not applicable</td>
</tr>
<tr>
<td></td>
<td>Top management, employees and contractors</td>
<td>Shareholders and capital providers, Juventus supporters, season ticket holders, members and stadium spectators, Sponsors and business partners, Suppliers and their employees</td>
<td></td>
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<tr>
<td>Education and development of young players</td>
<td>★★★★★</td>
<td>★★★★★☆</td>
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<tr>
<td></td>
<td>Youth sector players, Staff (technical/sports, medical, etc.)</td>
<td>Players’ families, Educational institutions and universities</td>
<td></td>
</tr>
<tr>
<td>Financial sustainability</td>
<td>★★★★★</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Top management, employees and contractors, First team players, Youth sector players</td>
<td>Shareholders and capital providers, Sports institutions, Juventus supporters, season ticket holders, members and stadium spectators, Sponsors and business partners, Suppliers and their employees, Competitors (other clubs, their supporters and contractors)</td>
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</tbody>
</table>

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<th>INTERNAL IMPACT</th>
<th>EXTERNAL IMPACT</th>
<th>REPORTING LIMITATIONS</th>
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</thead>
<tbody>
<tr>
<td>Education of young supporters</td>
<td>★★★☆☆</td>
<td>★☆☆☆☆</td>
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<tr>
<td></td>
<td>- First team players</td>
<td>- Juventus supporters, season ticket holders, members and stadium spectators</td>
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<td></td>
<td>- Youth sector players</td>
<td>- Media</td>
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<tr>
<td></td>
<td>- Top management, employees and contractors</td>
<td>- Competitors (other clubs, their supporters and contractors)</td>
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<tr>
<td></td>
<td></td>
<td>- Educational institutions and universities</td>
<td></td>
</tr>
<tr>
<td>Stadium safety</td>
<td>★★★★★</td>
<td>★★★★★</td>
<td>Reporting not extended to suppliers</td>
</tr>
<tr>
<td></td>
<td>- Top management, employees and contractors</td>
<td>- Government and law enforcement agencies</td>
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<tr>
<td></td>
<td>- Staff (technical/sports, medical, etc.)</td>
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<td>- Competitors (other clubs, their supporters and contractors)</td>
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<td>- Sports institutions</td>
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<td>- Media</td>
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<tr>
<td></td>
<td></td>
<td>- Football fans</td>
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<tr>
<td>Relations with supporters</td>
<td>★★★☆☆</td>
<td>★★★★★</td>
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<tr>
<td></td>
<td>- Top management, employees and contractors</td>
<td>- Juventus supporters, season ticket holders, members and stadium spectators</td>
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<td></td>
<td>- National and international third sector organisations</td>
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<tr>
<td>Combating racism and discrimination</td>
<td>★★★☆☆</td>
<td>★★★★★</td>
<td>/</td>
</tr>
<tr>
<td></td>
<td>- Top management, employees and contractors</td>
<td>- Juventus supporters, season ticket holders, members and stadium spectators</td>
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<td>- Competitors (other clubs, their supporters and contractors)</td>
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<td>- Players’ families</td>
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<td></td>
<td></td>
<td>- Football fans</td>
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<tr>
<td>Conduct of first team players</td>
<td>★★★☆☆</td>
<td>★★★☆☆</td>
<td>Not applicable</td>
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<tr>
<td></td>
<td>- First team players</td>
<td>- Juventus supporters, season ticket holders, members and stadium spectators</td>
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<td>- Sponsors and business partners</td>
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<td></td>
<td></td>
<td>- Football fans</td>
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<tr>
<td>Health of our players</td>
<td>★★★☆☆</td>
<td>★★★☆☆</td>
<td>Not applicable</td>
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<tr>
<td></td>
<td>- Staff (technical/sports, medical, etc.)</td>
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<td></td>
<td></td>
<td>- Juventus supporters, season ticket holders, members and stadium spectators</td>
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</table>
THE JUVENTUS APPROACH TO MATERIAL ASPECTS

**Corporate governance, compliance and ethics**

Juventus believes its system of corporate governance is fundamental for achieving its objectives and for ensuring the right balance between the expectations of shareholders and other stakeholders and the sporting performance of its players.

Through its *Code of Ethics*, the Club seeks to promote ethics in sport, reconciling the professional and financial dimension of football with its ethical and social value.

As a listed company, Juventus is subject to the transparency and corporate reporting requirements established by the Borsa Italiana (Italy's main stock exchange) and CONSOB (Italy's Financial Services Authority). It has adopted a corporate governance system in line with the *Code of Conduct* for listed companies and with best national and international practice, empowering the role of independent directors and establishing a *Code of Ethics*, an internal monitoring system and a system of powers in which the Board of Directors plays a central role.

Additionally, Juventus invests in the training of its employees and in developing an occupational health and safety management system and a benefits scheme.

**Education and development of young players**

Developing talented young players from their earliest years of playing football and developing in them a Club culture and team spirit is essential for Juventus to achieve excellence in sport.

Juventus works closely with a large number of young people and aims to create an educational model for them, becoming a benchmark for the development of sport, education and values. Moreover, the Club’s approach involves taking on even more responsibility towards young people, taking care of both their sporting life and all aspects of their education.

**Financial sustainability**

Juventus puts particular emphasis on its financial sustainability and on improving its economic performance and, as evidence of this, the Company has been listed on the Italian Stock Exchange since December 2001.

This provides an open opportunity for investment in Juventus and visibility in terms of business performance on a daily basis.

For some time, the Company has been attempting to minimise the effect of sporting performance on financial performance, by consolidating all its business sectors. The stability and continuity within its ownership structure has allowed the Club to pursue this strategy.

**Education of young supporters**

In terms of sustainability, Juventus believes investing in young supporters is essential. The Club organises a series of initiatives dedicated to the training and development of young supporters with a view to minimizing risks and encouraging the loyalty of fans.

Juventus encourages young people to keep support positive in order to reduce inappropriate behaviour, which can lead to sanctions and suspensions and, potentially, jeopardise merchandising in the long term.

Juventus also aims to encourage more aware, mature and loyal supporters in order to reduce the reputational risk associated with disorder and violence caused by supporters.

**Stadium safety**

Juventus firmly believes that investing in safety is essential. It is an area that impacts strongly on all stakeholders, inside and outside the Club, and forms the very foundations of sustainability at Juventus.

The Club meets all the obligations set by the regulations, and works actively with key stakeholders to ensure ever-higher safety standards.

In fact, Juventus has chosen to exceed these requirements, promoting training courses, with investments in the latest technology, managing stewards directly and providing more stewards than the regulations require.

The Club is committed to preventing any type of risk for supporters, stewards and stadium staff and to providing and ensuring entertainment under optimal safety conditions. It has also introduced the role of the Supporter Liaison Officer (SLO) to improve relations with supporters.
## The Juventus Approach

### Relations with supporters

Juventus aims to promote fair and responsible supporting. It does not fund the establishment or continuation of supporter associations, organised or otherwise.

The Club believes that active collaboration with law enforcement agencies and political and sports institutions is very important in order to keep support positive and responsible and it seeks, at every opportunity, to raise awareness among its supporters in this regard.

On the other hand, Juventus recognises the importance of dialogue with its supporters, not just in the context of the game, and considers its supporters as customers in every sense. For this reason, the Club is equipped with internal tools, including the use of digital channels and the internet, designed to meet the diverse needs of different groups of supporters. It also promotes a number of engagement initiatives throughout the year, targeted at opening a channel of communication and exchange between the Club and its supporters.

### Combating racism and discrimination

Juventus is against all forms of social and regional discrimination, racism, xenophobia and violence. Within the context of the Club, the issue of racism not only describes xenophobic behaviour against different ethnic groups but also includes discriminatory conduct, often at regional level.

The Juventus approach envisages full compliance with the Sports Code of Justice, which sets forth standards of conduct and associated sanctions applicable to members of the FIGC, Sports Justice Boards and dispute resolution bodies.

Furthermore, the Club has prepared a procedure governing the response of stadium staff in the event of racist chants in the stands, involving Sporting Management, the operations room and the head of security operations.

In dealing with such a delicate issue as racism, Juventus has chosen to invest in training and awareness campaigns targeting the various groups of stakeholders, both inside and outside the Club, who are most exposed to it, such as young players, supporters and stadium personnel. The Club has also launched an international partnership for research projects and concrete action on the issue.

### Conduct of first team players

Juventus’ objective is to promote fair play among its players, to distinguish itself in football and to provide positive role models.

The Club is committed to respecting the provisions of the Sports Code of Justice, which refers to values such as fairness, honesty and integrity within sport. It promotes internal awareness activities through its own Code of Ethics and acts in line with the initiatives promoted by international sports institutions.

Juventus recognises the important position that its players occupy, both on the pitch and off, as role models for huge numbers of young people and supporters.

For this reason, it invests significantly in raising awareness among its players and promotes or participates in numerous initiatives aimed at promoting a positive lifestyle on many critical issues such as crime, gambling and racism.

In addition, Juventus puts great emphasis on the appropriate behaviour of its players on the pitch, promoting fair play that respects both opponents and referees.

### Health of our players

Juventus attaches great importance to all issues concerning players’ health, such as proper nutrition, care of their bodies and minds and fighting against doping.

The Club’s commitment in this area is reflected in its high-quality medical system, the initiatives aimed at improving health awareness among young players and their families, and the increased specialist training provided to technical staff. Particularly important in this area is the Juventus approach to tackling doping.

Employees, contractors, footballers, members and Juventus directors are required to strictly observe anti-doping regulations, in order to safeguard the physical and mental health of players and guarantee fairness in sporting competitions.

Juventus unequivocally declares its commitment to refraining from any conduct that could alter the course or the result of competitive matches and invests in promoting a culture of health, in raising awareness among future players and in fighting against doping.
In this second report, we have decided to describe what we have achieved in the past season in relation to the Club’s new strategy. Each action, besides being part of a broader strategy, provides information on its status and the next steps in the short term.

## ACTIONS AND STRATEGIC OBJECTIVES

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<th>What we have achieved (in this season)</th>
<th>What we intend to do (2015/2016 season)</th>
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</thead>
<tbody>
<tr>
<td><strong>FIGHTING ALL FORMS OF DISCRIMINATION</strong></td>
<td>Making young people aware of the issue of discrimination</td>
<td>Funding and support provided to ensure publication of the research project promoted in collaboration with UNESCO</td>
<td>Publish the research project (Autumn 2015)</td>
</tr>
<tr>
<td></td>
<td>Associating the Juventus brand with the battle against discrimination</td>
<td>First edition of the UNESCO Cup fund-raising event</td>
<td>Make the results of the research public</td>
</tr>
<tr>
<td></td>
<td>Further improving the experience of supporters at the stadium</td>
<td>Promotion of an event in Vinovo on 21 March, the International Day for Elimination of Racial Discrimination and promotion of the “Gioca con me. Tifa con me” (Play with Me. Cheer with Me) initiative during the Juventus-SSC Napoli match</td>
<td>Promote the second edition of the UNESCO Cup (8 September 2015)</td>
</tr>
<tr>
<td><strong>Enhancing the role of women</strong></td>
<td>Promotions for women and 50% discounts on tickets in the Family sector</td>
<td>Continue to offer special rates</td>
<td>Comply with requirements of Law 120/2011 on female representation in corporate bodies (inc. board of directors)</td>
</tr>
</tbody>
</table>

**MATCHDAY**
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORTER RELATIONSHIP MANAGEMENT</strong></td>
<td><strong>What we have achieved (in this season)</strong></td>
</tr>
<tr>
<td><strong>Objectives long-term</strong></td>
<td>Planned and produced a unified purchase platform for more effective customer management</td>
</tr>
<tr>
<td>Generally improving supporters’ experience</td>
<td>Stakeholder engagement activity involving shareholders, investors, journalists, supplier, sponsor, institutions and supporters</td>
</tr>
<tr>
<td>Increasing supporter loyalty</td>
<td></td>
</tr>
<tr>
<td>Be open to dialogue and transparency</td>
<td>Certification obtained as steward training centre</td>
</tr>
<tr>
<td>Generally improving supporters’ experience at the stadium</td>
<td>Further developed the Sport production project to achieve all-round supporter involvement</td>
</tr>
<tr>
<td><strong>RAISING AWARENESS AMONG SUPPORTERS</strong></td>
<td><strong>What we have achieved (in this season)</strong></td>
</tr>
<tr>
<td><strong>Objectives long-term</strong></td>
<td>Set up a network to facilitate communications with supporters, including launching the online portal <a href="http://www.juventusstadium.com">www.juventusstadium.com</a></td>
</tr>
<tr>
<td>Promoting safety</td>
<td>Installed and used Panomera cameras</td>
</tr>
<tr>
<td>Decreasing violence</td>
<td>Projects aiming to promote positive supporter behaviour: “supporters’ school” and “Play with Me. Cheer with Me”</td>
</tr>
<tr>
<td>Promoting positive behaviour by supporters at matches</td>
<td></td>
</tr>
<tr>
<td>Guaranteeing safety and security in the long-term</td>
<td></td>
</tr>
</tbody>
</table>

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**PLAYERS**

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training and taking care of players</strong></td>
<td><strong>What we have achieved (in this season)</strong></td>
</tr>
<tr>
<td><strong>Objectives long-term</strong></td>
<td>Training on strategies for recovery of energy after matches (First team players)</td>
</tr>
<tr>
<td>Educating players on the importance of a healthy attitude towards sport</td>
<td>Annual satisfaction survey on the quality of the medical service</td>
</tr>
<tr>
<td>Obtaining information useful at strategic level</td>
<td>Partnership with the University of Turin to monitor data</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>EDUCATING AND INVESTING IN YOUNG PLAYERS</strong></td>
<td><strong>What we have achieved (in this season)</strong></td>
</tr>
<tr>
<td><strong>Objectives long-term</strong></td>
<td>Two meetings organised on key issues such as betting on matches (with FIGC), hardships of young players (with the former Minister for Equal Opportunities), nutrition (with the families) and doping</td>
</tr>
<tr>
<td>Training young players to behave suitably when faced with certain key issues</td>
<td>Psychological advice service set up at school, available in the afternoon</td>
</tr>
<tr>
<td>Developing greater cooperation with families to work more effectively with young players</td>
<td>Inclusion of a tutor (psychologist) for boarders</td>
</tr>
<tr>
<td>Raising awareness among role models for young players</td>
<td>Inclusion of two tutors for boarders</td>
</tr>
<tr>
<td>Becoming a standard-setter for young people in general on various key issues</td>
<td>Meetings organised every three months between the teaching and training staff of each class to exchange views on the conduct of the students</td>
</tr>
<tr>
<td>Supporting young players in their daily life at the Juventus College and outside, as far as possible</td>
<td>Youth sector players on loan to neighbouring clubs were allowed to attend the Juventus College</td>
</tr>
<tr>
<td>Creating opportunities for exchange between technical staff at international level</td>
<td>Individual sessions were organised every two months with the First Team nutritionist for Primavera players, with creation of personalised menus</td>
</tr>
<tr>
<td></td>
<td>A medical team for Primavera players, including a club doctor, a rehabilitator and two physiotherapists/massage experts was set up</td>
</tr>
<tr>
<td></td>
<td>Independent dressing room/office (for the technical staff too) created</td>
</tr>
</tbody>
</table>
### COMMUNITIES AND THE LOCAL AREA

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CREATE EMPLOYMENT AND SAFEGUARD JOBS</strong></td>
<td><strong>CREATE EMPLOYMENT AND SAFEGUARD JOBS</strong></td>
</tr>
<tr>
<td><strong>Strategic area</strong></td>
<td><strong>Objectives long-term</strong></td>
</tr>
<tr>
<td>SAFEGUARDING EMPLOYMENT</td>
<td>Safeguarding employment also by creating new opportunities where possible</td>
</tr>
<tr>
<td>Attracting new international level talents</td>
<td>Definition of work for direct management of retail outlets</td>
</tr>
<tr>
<td><strong>DEVELOPING SERVICES TO SUPPORT THE LOCAL AREA</strong></td>
<td><strong>DEVELOPING SERVICES TO SUPPORT THE LOCAL AREA</strong></td>
</tr>
<tr>
<td><strong>Creating value in the local area</strong></td>
<td>Creating value in the local area</td>
</tr>
<tr>
<td>Transmitting a sense of continuity to investors</td>
<td>Independent management of stewards</td>
</tr>
<tr>
<td><strong>PROMOTING NATIONAL AND INTERNATIONAL NETWORKING</strong></td>
<td><strong>PROMOTING NATIONAL AND INTERNATIONAL NETWORKING</strong></td>
</tr>
<tr>
<td><strong>Becoming an international standard-setter on key issues</strong></td>
<td>Becoming an international standard-setter on key issues</td>
</tr>
<tr>
<td>Promoting engagement with partners, organisations and other clubs</td>
<td>Increase the institutional presence of the Club, through our representatives on the boards of the most important footballing organisations in Europe (UEFA, ECA) and in Italy (Lega Nazionale Professionisti Serie A, Fondazione per la Mutualità Generale negli Sport Professionistici a Squadre), as well as on panels, in task forces and, more generally, at round tables set up by these organisations</td>
</tr>
<tr>
<td>Publicising the Club’s route to sustainability</td>
<td>Increase, where possible, of the presence of Club representatives at work groups set up by national and international sports organisations</td>
</tr>
<tr>
<td><strong>MONITORING ENVIRONMENTAL ASPECTS</strong></td>
<td><strong>MONITORING ENVIRONMENTAL ASPECTS</strong></td>
</tr>
<tr>
<td><strong>Responding to “global issues” related to environmental sustainability</strong></td>
<td>Responding to “global issues” related to environmental sustainability</td>
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<tr>
<td></td>
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</tr>
</tbody>
</table>
### THE BUSINESS OF SPORT

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
</tr>
</thead>
</table>
| **INVESTING IN OUR PERSONNEL** | **What we have achieved (in this season)**  
Certification obtained as a training centre for stewards recognised by the Ministry of the Interior in November 2014  
Training promoted for middle management, resources who work at the stadium and the technical area  
Achieving more structured and fair management of personnel  
Draft a new employment code and distribute a printed copy to all employees  
| **What we intend to do (2015/2016 season)**  
Prepare the foundations of a selection/recruiting/training system that aims to make the most of the skills of stewards, raise the quality of the people recruited and bring them into line with the Club’s culture  
Cooperate with personnel with experience at global level  
Choose a growth model for uniform management skills closely connected with business needs  
| **OBSERVING FINANCIAL FAIR PLAY** | **What we have achieved (in this season)**  
Trend towards improved financial performance shown over the past three seasons consolidated thanks to an increase in operating revenues  
| **What we intend to do (2015/2016 season)**  
Continue the trend for improved financial performance by implementing strategies to increase operating revenues. For example, direct management of merchandising (following the agreement with Adidas) and investing in digital activities to increase touchpoints  
| **-** | **-**  
An appraisal form for processing of detailed analysis of suppliers based on information collected from the dedicated portal was produced  
Start the initial appraisal process (August-September 2015)  

THE FOUR AREAS OF SUSTAINABILITY
Juventus believes in its players, young and old, and in their ability to grow and to behave according to certain values that Juventus considers important. Together with health, Juventus also believes that players’ training is essential in order to equip them to face the challenges of football and of life.
Juventus in the Local Area: its Presence and Impact

41,000 seats in Juventus Stadium
30,000 m² of surrounding green spaces
8,209 mc³ less water consumed compared to last season
34,887 mc³ less methane consumed compared to last season

International Development and Creating Partnerships

100 child soldiers reintegrated into society in the Central African Republic through partnership with UNESCO
By the end of 2015, research on racism and discrimination in sport will be published

Governance and People

699 staff
Juventus launches its official profile on LinkedIn
42% of the workforce are women
63% of the workforce involved in training

Financial Sustainability

Juventus complies with the financial fair play regulations
In profit once more after 6 years
Operating profit rose by 9 million euros
Improvement in pre-tax profits, despite the negative effect of IRAP (regional business tax)

Because of its history, the Club is an important symbol for the Turin area and, at the same time, is increasingly able to exert an influence beyond Italy's borders as a result of its ability to achieve technical and sporting success. The development of the Turin area and of national and international football have one thing in common: the creation of networks that can arise from collaboration with communities and political and sporting institutions, needed to develop shared value.

Juventus is a company that conducts business in various sectors (sport, commerce and property) and seeks to do so responsibly, beginning with its own governance and financial management, because sustainability in football means first achieving long-term success, even in difficult times.
MATCHDAY
Football is about entertainment, passion and recreation. This is what Juventus does every day: it creates emotions.

Supporters are the most loyal customers in any business: their passion rules their hearts and their wallets. Yet the sheer strength of this emotion needs to be kept in check by Clubs: it is wrong to think supporters do not need to be focussed on, and will always be loyal.

Supporters want engagement, and Juventus, aware that it needs to improve relations with its fans, has increasingly embraced this approach over the years, particularly in the areas of ticketing, telephone assistance and merchandising, to become an even more sustainable Club. Besides customary initiatives engaging and involving its supporters over the years, in the last football season Juventus decided to contact over 3,000 fans (J1897 Members), using a digital platform, and received a very high rate of response (40%).

These activities help define Club sustainability and provide an understanding of exactly what the most important issues are for supporters, and along with the actions that should be prioritised.

The survey conducted this year gave supporters the chance to voice their opinions on different issues about the company business and Club’s sustainability, with over 1,000 free comments made. The survey results also helped define the sustainability strategy, which the Club has been working on over the last few months.

"Matchday" is one of the four macro areas where the Club is committed to achieving sustainability for everyone: from a greater engagement with and focus on its fans, to educating young supporters, initiatives to promote integration, safety inside the Juventus Stadium and the vital role played by welcoming operators, including stewards and the Supporter Liaison Officer (SLO). Juventus’s ongoing commitment to forging constructive relationships with its fans, educating new generations and guaranteeing safe “entertainment” is a key theme in this first section. In fact, these are the areas where Juventus can create greater value for everyone, increasing its competitive outlook, while ensuring value for the stakeholders concerned.

It is essential for Juventus to pursue this commitment, to safeguard the team’s and Club’s success, the loyalty of its fans and the image of Italian football.

A Club that can give its supporters positive emotions, despite difficulties, is a Club that will always be a focal point, from every angle.
The “Key Issues” in this Section

**Highlights of the 2014/2015 Season as Regards Supporters and Safety**

- A new medical services provider: A.N.P.A.S (Italy’s National Association of Medical Services and Medical Emergency Services) is supplying these services.
- Besides 100 security cameras inside and outside the Juventus Stadium, the site now has four latest-generation Multifocal Sensor System PANOMERA® cameras.
- The stadium is certified to OHSAS 1800:2007
- At a national level, engagement between the Club and its supporters has been authorised by ONMS (Italy’s National Observatory for Sports’ Events).
- Juventus has decided to manage its stewarding service independently, and has set up an admin department to plan stewarding activities and convene stewards for events and pitch activities on match days.
- Juventus has been certified as a Qualified Training Centre for steward training.
- A new drill for the emergency response contingency plan has been held
- Supporters can now access the secondary ticketing service
- Supporters can manage their annual membership in the “My membership” section of the website

**KEY FIGURES**

- 1 Supporter Liaison Officer
- 16 lenses on each PANOMERA® camera
- 148 stewards trained by Juventus
- 1,950 children enrolled in the “supporters’ school”
- 290 million Juventus supporters
- 3 courses for trainee stewards (total of 87 hours)
- 101 operators providing medical services/medical emergency services
Juventus Football Club · Matchday

MANAGING SAFETY AND SECURITY

Juventus adopts a range of different strategies for dealing with safety and security issues. Besides the legal obligations already in place, the Club has developed numerous regulations of its own, promoted theoretical and practical training courses. It has also invested in state-of-the-art technologies, used more resources than required by current regulations, reserved some Stadium areas specifically for families and children and appointed an officer to handle relations with clubs, with supporters at the Juventus Stadium and on away matches. It does so in an attempt to prevent all risks to people at the stadium and guarantee the utmost safety possible.

Engagement with main stakeholders undertaken by Juventus during this season shows that the Club needs to focus more on safety, both in and outside the stadium (52.5% of stakeholders interviewed).

MEDICAL SERVICES [G4-E07]

A new medical services provider has been working with Juventus since the 2014/2015 season: A.N.P.A.S (Italy’s National Association of Medical Services and Medical Emergency Services).

With:
- 1 Emergency Services Director
- 1 Technical Director
- 3 Anaesthetists/intensive care specialists
- 4 Emergency Services Doctors / experts on mass events
- 8 Professional nurses trained in first aid and resuscitation
- 4 Sector managers
- 80 First-aid operators

AMBULANCE  
FIRST AID TEAM  
FIRST AID STATION
Medical care is guaranteed within 3 minutes at the Juventus Stadium, if access routes are clear.

### Medical Assistance

<table>
<thead>
<tr>
<th>Season</th>
<th>Episodes of Collapse/Fainting</th>
<th>Traumas</th>
<th>Persons Hospitalised</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>802</td>
<td>74</td>
<td>24</td>
</tr>
<tr>
<td>2013/2014</td>
<td>832</td>
<td>140</td>
<td>18</td>
</tr>
<tr>
<td>2014/2015</td>
<td>398</td>
<td>162</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,032</strong></td>
<td><strong>376</strong></td>
<td><strong>64</strong></td>
</tr>
</tbody>
</table>

### Matches with People Injured

<table>
<thead>
<tr>
<th>Season</th>
<th>Number of People Injured at the Stadium</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>0</td>
</tr>
<tr>
<td>2013/2014</td>
<td>0</td>
</tr>
<tr>
<td>2014/2015</td>
<td>2</td>
</tr>
</tbody>
</table>

*Juventus vs Atalanta on 20/2/15*

### An Overview of Italy

According to the 2015 Football Report, prepared by the FIGC Studies Centre and PwC as regards financial aspects, total turnout at professional football matches in 2013/2014 went up by 6% over the previous season, with 13.1 million spectators attending. Stadium capacity, for Serie A alone, exceeded 50%.

Stadiums have an average age of around 60 years, with considerable shortcomings in terms of services, sustainability and the quality of their infrastructures. Specifically, the average age of Serie A stadiums is the highest (61 years against 54 of the second division Pro League).

In the last 10 years, the safety performance has improved considerably, even considering a slight deterioration in the last season over the previous year: 59 matches with injuries, which is far less than the 209 matches recorded for 2004-2005 and the 81 matches in 2009-2010, but slightly up on the figure of 43 for 2012/2013. The trend is also the same for the number of people reported and arrested (1,003 and 105 respectively), which increased against the 2011/2012 season.
The Juventus Stadium has an audio-video surveillance system, installed in and outside the stadium, with 100 fixed and dome cameras (including the 14 cameras already in the Area12 retail area); today the system has four latest-generation Multifocal Sensor System PANOMERA® cameras, for round-the-clock surveillance of the stands, which makes it easier to specifically identify people responsible for episodes of violence.

These cameras can continuously film a large section of the terraces, so filming can be seen again and zoomed in at any moment.

The 16 lenses of each device, each focussing on an area to be filmed, provide ultra-high definition images that can be selected, downloaded and then uploaded to mobile devices, for even quicker action. Recordings are made available to the police, as required, along with the films shot by the 100 cameras already installed at the site.

During the Juventus vs Atalanta match on 20/2/15, the new cameras enabled the police to identify the person who set off a firecracker inside a corridor of the South Stand, tier 2, causing minor injuries to two people.

Strict access controls are in place at the Juventus Stadium, to ensure that supporters are entitled to enter and that no sharp objects are brought into the stadium: at present, all supporters are checked at the entrance, even though this is not required by current regulations (Ministerial Decree of 8/8/2007).

Like all Juventus sites, the stadium is certified to OHSAS 1800:2007.

The stadium is also seen by supporters as a safe place, and in fact 97% would take their children to see a match.
SAFETY AND SECURITY PROCEDURES

Juventus performs numerous pre- and post-match checks to ensure complete safety during the game.
Based on current regulations, at the start of the season Juventus must submit a number of documents regarding stadium safety to the Prefecture of Turin. These include the names of stewards used at the stadium, an updated Safety Maintenance Plan (Ministerial Decree of 18/3/1996) and the names of appointed persons, such as: the Safety Officer (as required by the Ministerial Decree of 18/3/1996 and subsequent amendments), the Deputy Safety Officer and Stadium Manager, in his/her capacity as Event Organiser.

Juventus has also established a series of actions/internal regulations to comply with numerous safety obligations and to prevent problems when managing emergencies. These include:

• A safety plan for sports facilities (maintenance plan), as required by Article 19 of the Ministerial Decree of 18/03/96 “safety regulations for the construction and operation of sports facilities”.
• Regulations for using the stadium, with rules of conduct and prohibitions for supporters to be observed when inside the Juventus Stadium.
• A contingency plan, developed based on criteria defined in the maintenance plan for crisis/emergency management.
• An evacuation plan, contained in the contingency plan.
• A Safety Operating Unit (GOS), coordinated by a police officer appointed by the Chief of Police, and comprising:
  – A representative of the fire brigade.
  – An officer appointed by the club to maintain safety conditions at the stadium.
  – A representative of the medical service.
  – A representative of the local police.
  – The director of the emergency response team at the stadium.
  – A representative of the guest team (as applicable).
  – The Supporter Liaison Officer (SLO).
  – Any other representatives, considered necessary.

In addition, Juventus adopts numerous other procedures to guarantee safety at the Stadium:

• The Stadium Operations Department mainly deals with pre-match stadium checks, monitoring turnstile access to ensure that supporters are entitled to enter, checking members of the public during pre-screening outside the stadium (visual checks or pat-downs), working with the medical services organisation and carrying out stadium checks at the end of the match.
• The number of staff required is decided on a match-by-match basis, according to the calculated risk percentage and relative Stewarding Operational Plan (POS), and is approved by the Safety Operating Unit (GOS).
• The Supporter Liaison Officer works with opponent Clubs in the days leading up to the match.
• Stewards oversee safety management inside the stadium and during matches, as stipulated by the Ministerial Decree of 8/8/2007.
• If stewards find hazardous material, they are required to contact the police involved in pre-screening, leaving them to decide on the action to be taken.
• Juventus has set aside areas inside the Juventus Stadium for police officers to perform their duties, which includes detaining people considered dangerous.
If preventive measures are not effective at guaranteeing safety inside the Stadium, sporting organisations may fine the clubs for the behaviour of some of their supporters, and the Ministry of the Interior may also ban supporters responsible from the sports ground (DASPO orders).

DASPO orders are issued under criminal law and are subject to privacy laws, so Juventus does not receive any official data on these bans. Stadium access is automatically checked via the certified ticketing system. Each time a ticket is issued, a control request is sent to the Ministry of the Interior where DASPO bans (CEN) are already registered, and the Ministry then authorises or denies access.

In the case of season tickets that have already been issued, CEN automatically sends data of any new DASPO bans to the ticketing system and names are put on a blacklist in access control databases.

Emergencies that may occur inside the stadium are:

Problems caused by natural events:
- Earthquake / Flooding

Problems caused by supporters:
- Fans invading the pitch (at the end of or during the match)
- Incidents between supporters
- Risk of supporters climbing over barriers
- Requests for first aid/medical emergency services
- Access of emergency services vehicles
- Outbreak of fire
- Suspicious packages
- Incidents with electrical equipment
- Terrorist attacks – uprisings by fans
LIAISON OFFICERS AND STEWARDS AT STADIUMS

The Club has a specific system for managing safety and liaising with different types of supporters. However, interviews with over 1,300 supporters show that few are aware of the roles of liaison officers and stewards.

Only 20% know about the Supporter Liaison Officer (SLO) and just a few more (25%) would go to a person in this position if they were in danger. 35% think they should go to the police, as they are the only organisation that can deal with violence, and another 35% think stewards are the best people to turn to.

LEVEL OF AWARENESS OF THE SLO

Source: Stakeholder engagement 2015

- 10% Yes, of course I know what an SLO is, and I think it’s a very important position to guarantee safety inside stadiums
- 18% I’ve heard about them, but I don’t know very much
- 62% No, I don’t know about SLOs and I don’t know what they do
- 10% Yes, of course, but SLOs still don’t have the authority to act in Italy

Supporters Liaison Officer (SLO)

The Supporter Liaison Officer (SLO) is a mandatory position within football clubs, handling relations with supporters and informing them during home and away matches.

This position does not have the same duties and responsibilities at all European clubs, and there are a considerable number of differences between Italy and, for example, Germany, where supporter liaison officers have been working for many years, and are officially recognised by everyone, supporters and otherwise.

In Italy, recognition of this position and the role still need to be optimised, because until last year the Pisano Law prevented football clubs from liaising with their fans (whether organised groups or otherwise). Only this year has engagement with supporters been authorised by the National Observatory for Sports’ Events (ONMS).

Specifically, Juventus’ SLO mainly works in the days leading up to a match, overseeing numerous activities that were handled in the past by the safety officer. These include:
- Taking part in meetings with the GOS
- Liaising with SLOs of other clubs
- Gathering logistics information (how many supporters are expected, how they will get to the stadium and move around) and analysing opponent’s supporters
- Assistance to local supporters (on banners, choreography...)
- Engaging with the contacts of different types of supporters
- Post-match debriefing.
Today, the SLO is involved in ensuring matches are held safely, liaising and coordinating logistics in the days before the match takes place. SLOs are not operative during home matches or for away matches. On the contrary, in Germany and the United Kingdom, SLOs operate throughout the match and liaise with the fans; Benfica’s SLO is a former hooligan, while the team Borussia Dortmund has several specific SLOs (four that know about practices inside the stadium and four that know about what goes on outside).

It is natural, therefore, to wonder exactly what an SLO should do: how is an SLO different from a safety officer? Should an SLO be a fan, so he/she can easily engage with all types of supporters? Should an SLO have a logistics role, operating behind the scenes? Should there be only one SLO, or is a team better?

Then there are other issues that Juventus, like other Clubs, has been pondering in order to optimally define the role and responsibilities of this crucial position. Likewise, Italian sports’ organisations have set out guidelines, but studies and measures are still being looked into by the FIGC and Lega, on the type of profile the SLO should have.

At a regulatory level, the Lega suggests Clubs disclose the position of the SLO on their internet sites. At present, Juventus has not decided to do this and has only published a general email address (slo@juventus.com), as this is still a transition stage and the position of SLO still has to be defined.

Stewards
To guarantee the best possible standards in welcoming supporters and providing safety support, Juventus has decided to independently manage some functions previously outsourced, such as its stewarding service, which it now coordinates and trains directly.

In 2014, an admin department was set up to plan stewarding activities and convene stewards for events and pitch activities on match days. A first meeting was then held to give stewards the chance to get to know the Company better, to find out about management changes, the reasons for them and Juventus’ expectations.

The Club considers it essential to provide specialised training in light of these management changes, in order to guarantee an effective, professional service during all matches. Until recently, training was general for all sites, but Juventus can now offer a structured, recognised training programme as it has been certified as a Qualified Training Centre for steward training.

Being a recognised training centre means the Club can not only manage safety operators directly but also train them. At the end of the course, and after taking an exam, operators will become certified stewards, specialised in carrying out their duties inside the Stadium; the certification is valid in Italy, but is specific for the Juventus stadium.

REGULATORY REFERENCES FOR THE SUPPORTER LIAISON OFFICER

According to the 2012 edition of the UEFA Licences Manual, certain requirements must be met in terms of sporting ability, infrastructure, organisational, legal, economic and financial aspects. Organisational aspects include the position of SLO, as follows:

The organisational structure of the Licence applicant must provide for the presence of a person serving as
a. an employee of the Licence applicant, or
b. an external consultant, appointed by the Licence applicant by virtue of a written contract.

The main task of the Supporter Liaison Officer is to make supporters aware of sporting values (...), attend meetings organised by the Club on the subject of relations with supporters and cooperate with the Security Officer with regard to safety and security at the Stadium.
During the 2014/2015 season, 3 courses were held for trainee stewards (150 candidates, with 148 passing the final test), with a total of 26 sessions and 88 training hours; this is 5 hours more than the mandatory number required by the Ministry: 2 hours on sign language, 2 on elementary English and 1 on occupational safety.

An additional 5-hour meeting was held for 177 stewards (as well as 100 operators providing medical services at the stadium), to simulate the Contingency Plan for Medical Emergencies and implementation of the Contingency plan.

Stewards oversee the following standard activities:
- Site checks
- Pre-screening
- Screening
- Routing inside the stadium
- Other activities inside the stadium
- Assistance for disabled persons
- Action if rules are violated

It is important for Juventus’ stewards to guarantee safety at the Juventus Stadium as well as welcoming supporters, making their experience even more special. The stewards are made aware in particular of how to placate supporters in the stands next to the Away Supporters area who display provocative behaviour, where their role is not so much to keep the opponent’s supporters under control, but to contain any antisocial conduct by Juventus fans.

Financial resources allocated to stewarding are defined in the budget, and vary depending on the calendar and number of matches considered as posing a high safety risk. For average risk matches, the ratio of stewards to spectators is 1 to 75, while current regulations specify a ratio of 1 to 250. As the Juventus Stadium is very large and the Club wants to provide an adequate stewarding service for the public, more stewards are needed.

Juventus even takes its stewards on away matches, partly to meet UEFA directives that call for stewards if there are more than 500 supporters, and partly to help its own fans.

| TRAINING IN 2014/2015 FOR PEOPLE WORKING AT THE STADIUM ON SAFETY ISSUES |
|------------------|-------------------|
| No. OF SESSIONS  | 26                |
| No. OF HOURS     | 83                |
| RECIPIENTS       | 150 trainee stewards 177 stewards and 100 operators providing medical services at the stadium |
| ASPECTS          | Required by the ministerial decree (legal-health-fire prevention-public order-technical-psychological) plus 5 additional hours (elementary English, sign language, occupational safety) |
| Drill for the contingency plan for medical emergencies – Implementation of the contingency plan adopted at the Juventus Stadium |

| RATIO OF STEWARDS/FANS AT THE JUVENTUS STADIUM |
|-----------------|----------------|
| 2012/2013       | 1/69            |
| 2013/2014       | 1/71            |
| 2014/2015       | 1/75            |

Stewards performing routine checks inside the stadium
Since the position of steward was introduced, the number of police involved during matches at national level has fallen year after year.

The police only intervene at critical times, when all management systems for guaranteeing safety are no longer effective. In fact, the General Investigations and Special Operations Department of the Police (Digos) often talks with hooligans, managing to defuse more explosive situations. Juventus never has a direct relationship with them, which instead is overseen by the GOS (Safety Operating Unit) coordinator.

However, the Club has ongoing contacts with the Police, for various reasons, and reports improper behaviour by its supporters. The Club donates any money it receives, as plaintiff, to charity.

The police are also involved when stewards identify hazardous material during pre-screening, leaving the police to take action. Juventus has set aside areas inside the Juventus Stadium for this purpose, with dedicated space for police officers in which to perform their duties, which includes detaining people who are considered dangerous.
Moreover, the Police Headquarters, working with the Local Authorities, have set up a welcome system with meeting points and a shuttle service from and to the stadium. With these services, the police can control the movements of the opponent team’s supporters.

Fire fighting services are provided in line with directives. In the case of emergencies, the highest-ranking fireman present is responsible for technical management, although public safety is still a priority for the GOS director.

**BEYOND THE STADIUM: AWAY MATCHES AND THE LOCAL AREA**

Besides guaranteeing safety at its stadium, Juventus is often involved indirectly in safety problems that are not directly under its control.

It is not surprising that figures from this year’s survey show that 49.2% of respondents believe that the Club should guarantee safety both inside and outside the Juventus stadium, during home matches.

As for away matches, more than 60% of stakeholders interviewed think that improving supporter transfers is extremely important for guaranteeing safety, and 42% think that greater cooperation among Clubs is essential.

**WHAT JUVENTUS COULD OFFER THE LOCAL AREA TO IMPROVE THE LIFE OF CITIZENS**

Source: Juventus stakeholder engagement in 2015

- **67.2%**
  - Making the Club’s expertise (sporting and technical) available to people through dedicated services

- **49.2%**
  - Guaranteeing safety in the local area (not only inside the stadium) when there are matches at the Juventus Stadium

- **45.9%**
  - More support for local communities, through donations / partnerships with the third sector

- **27.9%**
  - Mitigating impacts on the local area in terms of pollution (atmospheric and noise), waste and traffic

**POSSIBLE ADDITIONAL PREVENTIVE MEASURES FOR AWAY MATCHES**

Source: Juventus stakeholder engagement in 2015

- **63%**
  - Improved organisation of supporter travel

- **42%**
  - Greater cooperation with international clubs

- **29%**
  - Presence of the SLO at away matches
For UEFA competitions, UEFA holds a conference during the first fortnight of September (UEFA-EU Safety & Security Conference) when teams taking part in European competitions are updated on events of the previous season and on corrective measures to take for the future. During the second part of the Conference, representatives from teams in the same round meet up to exchange information about supporter management, particularly during away matches. Usually, the Stadium Director and Juventus Safety Officer take part in these conferences.

OTHER SAFETY INITIATIVES

Contingency Plan Drill
A drill was held again this year at the Stadium to test the effectiveness of the Contingency Plan for Medical Emergencies and to train personnel in critical situations. The drill was also held in June 2013 and in 2010 at the Olympic Stadium and repeated to correct errors identified during previous drills.

This year’s drill, organised by the consultant company FOR-MAX, involved some 100 operators from ANPAS, with six ambulances, 50 stewards and members of the Safety Operating Unit (GOS). In addition, “actors” also took part, with 40 volunteers from ANPAS playing the role of injured members of the public, and 150 stewards acting as unharmed members of the public.
Thus a scene was enacted with fake blood, simulated panic and assistance from specialist personnel. A unique scenario for Italy.

**Stewards Have to Oversee Six Stages in the Contingency Plan:**
- Alert
- Collecting emergency equipment kept in MCI stores
- Moving operators and equipment to a site near the event (Coordination centre: a first aid station near the site of the event)
- Collecting victims and taking them to treatment areas (Protected waiting areas)
- Treating victims
- Transfer to hospital

All stewards may potentially be part of the MEDTeam: some are selected when the Plan is deployed, others as indicated by the Sector Supervisor.

**Torino - Juventus Derby (April 2015)**
Juventus Football Club condemns any kind of violence, whether from its own or its opponents’ supporters, and expects equal treatment for supporters from both sides when it comes to legal aspects or commentary. The facts of the Torino-Juventus 2015 derby need to be reflected on in depth, by the world of football, but also by organisations and the media, who play an important role in the sport.

The safety devices and cameras at the Turin Olympic Stadium available to the Police did not enable them to identify the people responsible. This circumstance shows how urgent it is to equip all sports’ grounds with latest-generation surveillance systems, to prevent alleged offenders from being punished, when the people effectively responsible cannot be identified.

Juventus Football Club therefore filed an appeal against this measure, while still guaranteeing the utmost cooperation with the authorities and sports’ authorities to identify the people responsible for the incident, which remains an intolerable act that deserves the highest level of criticism and moral sanctions, as well as the most severe criminal and sporting sanctions.

On 30 July 2015, despite the fact that the perpetrator of the incident (the arrested person) did not have a ticket, and was not included in the list of the away supporters nor did he hold a season ticket, FIGC’s Court of Appeal held Juventus responsible for the incident. After a second appeal to CONI’s Final Appeals Board was quashed, Juventus played its home match against Chievo with the South stands closed to the public.
“The supporters are the lifeblood of professional football,” stated Michel Platini, UEFA President. “They are a Club’s identity. Owners, managers and players come and go, but the supporters are always there.”

Behind every success and every failure are supporters who want a relationship with the Club and want to actively take part in its day-to-day life. The supporter’s behaviour is conditioned by a psychological mechanism known as “identification”, by which the team becomes “part of the supporter”, and everything that happens to the team (success, defeat, an injustice suffered in arbitration or an insult received), is as if it happened to the individual who identifies with the team.

On the day of a match, a supporter’s emotional state is strongly conditioned by the mindset in which the supporter has learned over time to understand and “prepare for” the game: the emotions stirred up by events on the pitch can lead to incredible enthusiasm but also to aggressive behaviour, although this only tends to occur if it is already part of the behavioural repertoire of the “supporter”.

There are different ways fans can support their team, just as there are different types of supporter and different ways of being part of a group or tribe. We only need to think of the differences between hooligans and supporters of organised clubs: the first combine spectacular behaviour with transgression to amaze supporters, the second are more critical and focus on the team’s performance and demonstrate annoyance if the team’s performance is disappointing. For hooligans, it is not usually acceptable to challenge the players of their team during the game in the event of poor performance.

Hooligans consider themselves an integral part of the team: if it wins, they take credit as if they were a player, trainer or manager. They are thus able to put pressure on a club, sometimes by means of violent behaviour aimed at influencing the team’s decisions.

Supporters can also be customers and, as such, their views must be taken into account.

<table>
<thead>
<tr>
<th>SEASON</th>
<th>TOTAL SUPPORTERS</th>
<th>EUROPE</th>
<th>% OF ITALIAN SUPPORTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>250 million</td>
<td>37.6 million</td>
<td>29%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>250 million</td>
<td>37.2 million</td>
<td>30%</td>
</tr>
<tr>
<td>2014/2015</td>
<td>290 million</td>
<td>40 million</td>
<td>29%</td>
</tr>
</tbody>
</table>

There is a category of Juventus customers that can be described as “fans” and that includes all followers worldwide, contactable via social media, with whom the Club can only interact as a mass and not as single individuals. There is also a “non-fan” category, which includes for example companies that buy tickets at the stadium, buyers of goods in shops, and sponsors.
The “fan” category comprises various types: from the casual to most loyal supporters (Juventus Members), from organised supporters (DOC Clubs) to non-organised. The Club must be able to develop different communication codes according to these different characteristics.

For this reason, the Club promotes an internal management system for standard customers and a “fan relationship” system, which includes initiatives and activities to encourage supporter loyalty and make the stadium experience a memorable one.

**RELATIONSHIPS WITH SUPPORTERS**

**WHAT SUPPORTERS CARE ABOUT MOST, ACCORDING TO J1897 MEMBERS**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Issue Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>53%</td>
<td>Feeling part of a community</td>
</tr>
<tr>
<td>50%</td>
<td>Winning on the pitch</td>
</tr>
<tr>
<td>49%</td>
<td>Feeling part of a community</td>
</tr>
<tr>
<td>45%</td>
<td>Enjoying a great sports event</td>
</tr>
</tbody>
</table>

Source: Juventus stakeholder engagement 2015

Listening to supporters revealed that Juventus needs to be more involved in taking care of its supporters/customers. What matters most for a supporter today, even more than victory on the pitch, is the chance to be listened to and treated with respect by the Club (53%).

To address this need, Juventus is looking, on the one hand, to improve its internal organisation and management in order to meet the needs of different customers and, on the other, to offer increasingly exclusive events and opportunities. In the past, Juventus has always encountered a certain dissatisfaction from its supporters, mainly due to the difficulty they find in getting in touch with the Club itself. Aware of this, the Club strives year after year to improve all aspects that its supporters consider lacking. It is a challenging process, in which Juventus has chosen to invest more and more of its efforts.

**Internal Reorganisation**

Juventus is equipping itself with numerous and varied communication channels to be able to respond appropriately to different types of supporters and to the numerous engagement activities that are provided from time to time, through an integrated CRM policy.

The construction of the new stadium was the first key step to improving relations with supporters: the supporters consider the Juventus-owned stadium as a real “home”, and this fosters their sense of belonging and involvement, with a greater focus on the use of the various facilities. Given the high level of professionalism required to manage the stadium in order to engage all its visitors in a positive and effective way, it was decided to internalise some functions, previously outsourced that are key to improving a supporter’s welcome and attendance at an event, such as the stewarding and hostess service.
Digital Communication with Supporters

In addition to the numerous internal reorganisations, great importance is also attached to the digital sphere. Currently, to communicate with its supporters, Juventus primarily uses the web and social media, updated daily in multiple languages. The global social media community is 27 million followers.

In terms of Italian fans, Juventus is the leading club on Facebook and the leading Italian club on Twitter in terms of interactions, number of followers and most successful tweets. Over the season, 780,000 people started following the Club and the most successful tweet was engaged with 26,000 times.

Besides social media, Juventus has its own official blog where Juventus Members can talk about their passion for the bianconeri, recount their memories of the most important matches and describe the excitement of the Juventus Stadium as experienced by spectators or guests of one of the many initiatives in the Juventus Membership project. From this season, the initiative has been extended to all those registered on the site.

Another of Juventus’ many digital communication tools is the official app: Juventus Live (now replaced by the Juventus App). The App was very popular again this year and, during the Juventus Social Selfie Contest, all Juventus supporters had the chance to enter a competition for the best selfie taken using the App. The selfies with the most votes were shown on the stadium LED displays during the Juventus-AC Milan match on 7 February 2015. Starting from this season, all Juventus Live features have been integrated into the Juventus Official App.

In the coming seasons, the Web will take on an even more important role in terms of the relationship with supporters, following the creation of a unified platform for online sales and customer relationship management. Those who register on the site, using a single set of credentials, can:

• Purchase products on Juvestore.com.
• Sign up for Juventus Membership.
• Manage season tickets for the Juventus Stadium.
• Purchase tickets for the Legends Club.
• Purchase parking for the Juventus Stadium.
Benefits and Opportunities for Supporters

In parallel with these broad initiatives, Juventus has continued to introduce new ideas regarding its relationship with its supporters, including new welcome packs for the Juventus Membership project.

Besides the ongoing benefits of the partnerships with Trenitalia, Willis TIM and BWIN, opportunities for contact with the Club and the first team have also continued. These include a chance to visit the hidden areas of the stadium on match days, and J1897 day – when members can attend a meeting with top management.

Finally, for supporters who follow the Club abroad – International Premium Members – there will be an opportunity to meet the team and acquire vouchers for the Juventus friendly matches during the summer tour in Australia, Indonesia and Singapore.

This year, for the last game of the season – the league title against Cagliari – two supporters (International Members) have won the Fly to Turin prize: first they will visit the museum to learn the history of Juventus, and then the stadium to see Juventus raise the trophy.

The most loyal Italian supporters can become Members, which, depending on the cost, includes certain benefits and events. Being a Premium Member, for example, gives supporters a number of advantages, including an exclusive Welcome Pack, a period of preemption reservations for all Serie A matches, the TIM Cup Italian Cup and UEFA Champions League, numerous discounts, promos and offers. Finally, special competitions will be organised and promoted.

J1897 Membership is the highest “office” for supporters that Juventus offers. Membership provides a period of preemption reservations for all Serie A matches, the TIM Cup Italian Cup and UEFA Champions League, an exclusive Welcome Pack, and the chance to try the VIP Hospitality Experience, to be a VIP for the night at the Legends Club as guests of Juventus. In addition, there are numerous discounts, promos, offers and special competitions.

<table>
<thead>
<tr>
<th>SEASON</th>
<th>J1897 MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>n.a.</td>
</tr>
<tr>
<td>2013/2014</td>
<td>1,100</td>
</tr>
<tr>
<td>2014/2015</td>
<td>3,800</td>
</tr>
</tbody>
</table>

In addition to these benefits, for a year now the Club has offered the chance to attend a meeting with top management. The first meeting was held in June 2014 and was well-attended (30%). The main topics discussed were the Continassa project, the focus on young people and the proposal for a supporters’ “charter”, a document currently being prepared. The second meeting was held in May 2015, with a good response for the second year in a row in terms of participation and points for reflection.
In addition to these exclusive opportunities, Juventus supporters can also choose to support their team as a simple fan or through a DOC Club.

The DOC project was set up in 2004 and is aimed at Clubs for Juventus enthusiasts, in the form of associations, with the statutory purpose of promoting and spreading the values and principles of sports culture, non-violence and peaceful coexistence, as enshrined in the Olympic Charter, as well as proposing ticketing services and special initiatives both at the stadium and during club events. The project has had a good response in terms of new members, with an average of about 500 new club members per year.

DOC Club supporters also have the opportunity to meet the Club’s senior management at Vinovo once a year.

Non-profit organisations with a charter and a minimum number of members can set up a Juventus DOC Club.
Until a few years ago, supporters coming to the stadium were only interested in the game and final score, viewing the stadium simply as the place where the football match was held. Juventus has decided to introduce the concept of “sport production”, by which it encourages its supporters to experience the stadium and the match differently, through entertainment, engagement and passion. Juventus supporters are responding well to this initiative and are beginning to experience the Stadium in a more active way, treating it as a place where exciting entertainment takes place.

Starting from last season, the Club has sought to involve its supporters at every level: sport production is no longer a series of events offered by the stadium on the day of the match, but an experience that Club and supporters build together, with supporters getting involved and making their contribution in the days leading up to the game.

The experience of the supporters at the stadium can vary at each visit because of the many factors that make up such an experience. These include the entertainment before, during and after the match, the general atmosphere, the range of items on sale, the journey to and from the stadium, the choice of food and the ease of purchasing/changing tickets.

**Entertainment**

Before the match, Juventus works hard to engage supporters, making them the real stars: there is a great deal of interaction between fan base and Club, the giant screens and LED displays provide continuous visibility, there are a variety of social initiatives, and ample space is dedicated to the different types of supporters. Such activities are designed to enhance the supporter’s experience, and are not limited to before the game. For example, supporters can visit the baby park with their young ones, take part in the world map, see the warm-up from the sidelines, watch entertainers in the areas outside the stadium, see their tweets displayed on the big screens, enjoy recreational activities during half-time, create video clips, etc.

Juventus is one of the few clubs in Italy to provide entertainment after the game, with a mention of the next scheduled home game.

The audio and video within the so-called “bowl” at the Juventus Stadium has over the years come to resemble a television programme: at every game there is a programme of sports and entertainment that goes “on air” for about 5 hours, with jingles, interviews from the pitch, original productions, live images, and so on.

(*) the percentage of women is estimated based on quantitative research conducted on visitors and season ticket holders
Supporters have enjoyed the sports production experience for many years. For this reason, the Club seeks to create something new every year, providing some highly innovative entertainment. Each type of entertainment is then directed towards the most appropriate target audience.

**Merchandising**

There are many places offering official merchandise at the stadium: the stores in the North Stand, South Stand, in the VIP atrium and in Club Swori (west), as well as in the Area12 shopping centre. Great care is taken over every detail of the merchandising, including instant personalisation of official jerseys.

Starting from the 2015/2016 season, with the change of sponsor from Nike to Adidas, Juventus will enter the retail market and manage a number of outlets itself.

**Transport**

Juventus strives to make the supporter’s journey as straightforward as possible, posting information on travelling to the Stadium on the official website, and installing signage throughout the city and on the ring road.

Many supporters travel to the stadium by car, and various car parks are available for them. In response to this, 62% of supporters in this year’s survey said that Juventus should invest more in promoting alternative means of transport to the private car for travelling to the stadium; undoubtedly an interesting development that the Club will take into account the coming years.

**INVESTMENTS IN SUPPORT OF ENVIRONMENTAL SUSTAINABILITY**

Source: Juventus stakeholder engagement 2015

- **62%** Promote means of transport other than cars to get to the stadium
- **38%** Reduce consumption by the Juventus Stadium and in Juventus structures
- **32%** Obtain environmental certifications for the Juventus Stadium
- **28%** Choose means with a low environmental impact for supporter travel

**A Stadium without Barriers [G4-E06]**

To help disabled supporters who require full-time assistance to access the stadium, Juventus has a booking service enabling these supporters to enter free of charge, with an accompanying person who must be over 18. In such cases, the request must be submitted online using the service on the official Club website.

For supporters with a partial disability, ticket reductions are available (50%) for the following sectors: East Central tier 1 and 2, East Side tier 1 and 2, North Stand tier 1 and 2, South Stand tier 1 and 2. To buy a ticket at the reduced price, supporters must show a proof of disability document at any Lottomatica lottery office.
To guarantee safety and ease of access, specific places are reserved for disabled persons to facilitate wheelchair access and movement inside the stadium.

Reserved places are provided for people with disabilities in the stadium car parks. For each match, 250 places will be made available for people with disabilities, a total of 6,750 over the whole season.

**Catering**

The Area 12 shopping centre has a wide range of places to eat. As the stadium is located in the city, visitors can also take advantage of the many restaurants and bars in the surrounding area. There is also a wide range of street food to suit all budgets.

**Supporters involved in the engagement process this year were also asked about their interest in buying healthy food, with 79% expressing an interest. Juventus will evaluate whether to conduct further surveys on this issue to verify supporters’ level of interest.**

**Supporters’ opinions on the sale of healthy food inside the stadium**

Source: Juventus stakeholder engagement 2015

- **79%**
  - A good idea, I would be glad to purchase these products

- **10%**
  - I wouldn’t know

- **10%**
  - A good idea, but I would continue to eat what I eat now

- **1%**
  - A very bad idea

**Tickets**

One of the main criticisms that often emerges is the difficulty supporters have in buying tickets for the match. The number of places within the Juventus Stadium is limited, and the Club is doing everything possible to make ticket purchasing as simple as possible.

Just as for the online ticketing service, changing a name on a season ticket is also managed by Listicket.

The new “My Season Ticket” section on Juventus.com, online since the end of July 2014, allows online management of annual season tickets and, on the “Holders and Reserves” page, name changes to be made for a single game.

Since 30 September 2014, access to official Juventus Secondary Ticketing has been available for season ticket holders, through which they can plan the season and choose which events to attend. They can then make their seat available for purchase when not in use, and, if sold, build up a credit redeemable for Juventus tickets.
2014/2015 SEASON INITIATIVES

League trophy replica
A replica of the league trophy was taken on a tour of DOC Clubs across central and southern Italy. Thousands of people lined the streets of the towns visited: passionate supporters who, despite the distance from Turin, never fail to support their team. Taking the newly-won Cup to their supporters was a way for Juventus and the Coordination Centre Club to thank them.

The trophy made it as far as Lamezia Terme, Siderno, Sibari, Matera, Senigallia and Monte del Lago and rallied over 6,000 people, the trophy adorning many organised events. These included the naming of a road in Lamezia Terme after Gaetano Scirea, and a charity dinner in Senigallia, with the proceeds going to the local people affected by the recent flooding.

Stories about the Juventus Community
To make their supporters feel an active part of the community, Juventus asked JMembers to dust off their favourite stories about the team they love so much. Over the following weeks, Juventus published the stories it received exclusively on Juventus.com, in the section “Story of a Great Love.”

‘Juventus Together’ App
An application designed to create a sense of “community” among supporters abroad, allowing the most devoted supporters to find the closest Juventus supporter to them, given their geographic location; to start up a conversation with him/her; to make new friends who share a great love, and to meet up and support Juventus together at a game. The app is a must-have tool in Italy, and even more so abroad, where the love for the Juventus colours is growing every day. The app can help bring together Juventus fans from around the world, creating an ever more united and passionate global community of supporters.

Ghost Visit 2015
On 25 January 2015, during the match against Chievo, the Juventus Stadium received a ghost visit from Lega Serie A, which, through an analysis of events, was able to provide a report on which to reflect and draw inspiration for future opportunities. It emerged that:

• The Juventus experience is undoubtedly engaging and, objectively, exceptional within the context of the Serie A TIM championship. It is clear that the Club’s approach is currently unique, especially regarding the availability of the self-owned stadium.
• The supporters’ experience before arriving at the stadium is also important, especially those from elsewhere who do not know the area. Supporters need the right tools to be able to enjoy the best experience from the start (through the Club’s website, for example).
• There is clearly an issue, strongly felt by the Club, concerning the abundance of unofficial merchandise outside the stadium.
• The report can be used as a tool for reflection regarding the various representatives external to the Club, who provide services on match days, and with stakeholders outside the Club (e.g. Suppliers, law enforcement, government, food and drink sellers).

STRENGTHS

• Paid parking receipt
• Next to museum
• Dedicated park signage
• Detailed and accurate signage and directions
• Helpful service personnel
• Next to shopping centre
• Availability of stewards
• Engagement of supporters
• Children’s entertainers
• Cleaners for outside areas
• Personalisation of official jerseys
• Internal recycling facilities

WEAKNESSES

• Unauthorised stalls
• Significant presence of law enforcement agencies
YOUNG FANS AND INTEGRATION

Sport, and especially football, has an enormous communication potential. The world of football has always been a source of intense media interest and often has the power to attract and engage people across Italy and globally.

For this reason, it is important to understand the value of football as an educational tool and its ability to raise awareness among supporters and stakeholders. Its popularity and accessibility mean that every stadium has the potential to become an educational space. Yet, despite such potential, the sport is still not immune from considerable social problems, not least racism and discrimination.

“Discrimination is a delicate issue,” said Andrea Agnelli at the forum against discrimination organised by UEFA (Respect Diversity 2014). “We are all aware of its existence and the need for change, but for many it is hard to know where the right solutions are to be found. Juventus’ efforts in this area are focused on education as the key to combating all forms of discrimination and promoting integration.”
<table>
<thead>
<tr>
<th>SEASON</th>
<th>DATE</th>
<th>MATCH</th>
<th>HOME/AWAY</th>
<th>FINE (€)</th>
<th>GROUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>September 2012</td>
<td>Juventus vs. Roma</td>
<td>Home</td>
<td>15,000</td>
<td>Racist chants against the team manager of the opposing side</td>
</tr>
<tr>
<td></td>
<td>November 2012</td>
<td>Milan vs. Juventus</td>
<td>Away</td>
<td>10,000</td>
<td>Racist chants against an opposition player</td>
</tr>
<tr>
<td></td>
<td>December 2012</td>
<td>Juventus vs. Atalanta</td>
<td>Home</td>
<td>10,000</td>
<td>Racist chants against the team manager of the opposing side</td>
</tr>
<tr>
<td></td>
<td>January 2013</td>
<td>Juventus vs. Lazio (Italian Cup)</td>
<td>Home</td>
<td>20,000</td>
<td>Regionally discriminatory chants against the opposing team's supporters</td>
</tr>
<tr>
<td></td>
<td>January 2013</td>
<td>Juventus vs. Udinese</td>
<td>Home</td>
<td>10,000</td>
<td>Regionally discriminatory chants against the opposing team's supporters</td>
</tr>
<tr>
<td></td>
<td>February 2013</td>
<td>Juventus vs. Fiorentina</td>
<td>Home</td>
<td>15,000</td>
<td>Regionally discriminatory chants against the opposing team's supporters</td>
</tr>
<tr>
<td></td>
<td>April 2013</td>
<td>Juventus vs. Milan</td>
<td>Home</td>
<td>30,000</td>
<td>Racist chants against two opposition players and an offensive banner directed at law enforcement officers</td>
</tr>
<tr>
<td><strong>TOTAL FINES 2012/2013</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>110,000</strong></td>
<td></td>
</tr>
<tr>
<td>2013/2014</td>
<td>October 2013</td>
<td>Juventus vs. Genoa</td>
<td>Home</td>
<td>0,00</td>
<td>Suspended closure of the Southern Stand for offensive chants</td>
</tr>
<tr>
<td></td>
<td>November 2013</td>
<td>Juventus vs. Napoli</td>
<td>Home</td>
<td>50,000</td>
<td>Two-match closure of the Southern Stand and one-match closure of the Northern Stand for derogatory chants against Napoli supporters</td>
</tr>
<tr>
<td></td>
<td>March 2014</td>
<td>Juventus vs. Fiorentina</td>
<td>Home</td>
<td>25,000</td>
<td>Anti-Semitic chants against opposition supporters</td>
</tr>
<tr>
<td><strong>TOTAL FINES 2013/2014</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>75,000</strong></td>
<td></td>
</tr>
<tr>
<td>2014/2015</td>
<td>August 2014</td>
<td>Chievo Verona vs. Juventus</td>
<td>Away</td>
<td>20,000</td>
<td>Regionally discriminatory chants inciting violence</td>
</tr>
<tr>
<td></td>
<td>September 2014</td>
<td>Juventus vs. Udinese</td>
<td>Home</td>
<td>25,000</td>
<td>Regionally discriminatory chanting; recurring</td>
</tr>
<tr>
<td></td>
<td>March 2015</td>
<td>Juventus vs. Sassuolo</td>
<td>Home</td>
<td>15,000</td>
<td>Insulting and regionally discriminatory chanting</td>
</tr>
<tr>
<td></td>
<td>May 2015</td>
<td>Juventus vs. Napoli</td>
<td>Home</td>
<td>15,000</td>
<td>Insulting and regionally discriminatory chanting</td>
</tr>
<tr>
<td></td>
<td>January 2015</td>
<td>Juventus vs. Verona</td>
<td>Home</td>
<td>10,000</td>
<td>Regionally discriminatory and abusive chanting</td>
</tr>
<tr>
<td><strong>TOTAL FINES 2014/2015</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>85,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

**SANCTIONS AGAINST JUVENTUS FOR RACIST/REGIONALLY DISCRIMINATORY CHANTING**
As a result, the positive values of good football, such as mutual respect, integration, fair play and proper business management, often take second place to news stories on, for example, scandals, corruption and racism.

Juventus has been working on the issue of education for several years through special initiatives. However, as emerged from the materiality matrix, it is also important to be aware that the world of football should not only promote initiatives to convey values to young people, but must actively engage in it first-hand in its day-to-day activities.
Anti-discrimination, integration and education are the three main pillars for the development and growth of a world where people increasingly move from one country to another to work, study and live. More harmonious societies have learned to accept and include the various groups of people that arrive from elsewhere.

“There is no better example of this evolution of the football pitch,” said Andrea Agnelli at the forum against discrimination organised by UEFA. “Our teams and our dressing rooms have become multicultural laboratories, with players from all over the world. This year, on the Juventus bench alone, I can count eight different nationalities that take to the pitch each weekend. Our supporters aren’t concerned about the origins of the players who wear the Juventus shirts, they support these men whether they are from Ghana, Argentina or Turin. The only thing that matters is that they are a team.”

This evolution of football towards ever greater internationalisation is the ideal way to combat racism. Setting an example of multicultural and multiracial football that works and is winning is the best way to eradicate the bad habits of supporters who discriminate. Furthermore, Juventus has been working for years on special projects for young people using education to promote a new way of thinking and behaving. This is not imposed on them but rather assimilated each day through living with people from different backgrounds and through positive day-to-day examples.

**STAKEHOLDER ENGAGEMENT**

<table>
<thead>
<tr>
<th>SEASON</th>
<th>ENROLLED IN SUPPORTER’S SCHOOL</th>
<th>TAKING PART IN SPECIAL EVENTS / INITIATIVES</th>
<th>TYPE OF INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>1,630</td>
<td>580</td>
<td>Baby Park</td>
</tr>
<tr>
<td>2013/2014</td>
<td>1,700</td>
<td>16,000 under 13 630</td>
<td>Play with me, Cheer with me / Baby Park</td>
</tr>
<tr>
<td>2014/2015</td>
<td>1,950</td>
<td>680</td>
<td>Baby Park</td>
</tr>
</tbody>
</table>

For children under 6, data on entry to matches is not recorded, as no ticket is required.

**PROMOTING INTEGRATION THROUGH EDUCATION [G4-E011]**

**The UNESCO Cup and the Reintegration of Child Soldiers in Mali and the Central African Republic**

The UNESCO Cup was held in June 2014: a charity match between Juventus and Real Madrid legends, with proceeds funding initiatives to reintegrate child soldiers in Mali and the Central African Republic. These children have the chance to take part in literacy programs, vocational training and cultural, sporting and artistic events. By developing their talents and through their intellectual engagement, Juventus helps them regain their confidence in themselves and their hope for a better future.
The first results were witnessed by a delegation to Africa led by Juventus Legends Chairman, David Trezeguet, and UNESCO Assistant Director-General for External Relations and Public Information, Eric Falt, who inspected the progress of certain projects, including:

- supporting initiatives to restore peace, providing assistance to freed child soldiers and other victims of the crisis by providing them with opportunities;
- conveying values to do with tolerance, the culture of peace and the respect for social organisations, through cultural and sporting activities;
- creating and strengthening psychological and social support for former child soldiers as a basis for therapeutic and psychological rehabilitation and social reintegration.

Linked to this partnership with UNESCO, Juventus has funded a research project on discrimination in sport: “International Research and Awareness on Discrimination Connected to Sports Events.” This is addressed in more detail in the chapter “International development and forging partnerships” (p.88).

**Supporter’s School**

Opening at the same time as the Juventus Stadium, the aim of the Supporter’s School is to convey to young supporters the principles of positive and fair support for their team.

Three entertainers amuse children for the two hours before kick-off in a dedicated space, behind the family area. The initiatives from last season include:

- the supporter’s handbook, teaching fans fair play and respect for the opponent when supporting their team;
- recording of video messages of encouragement for the team or favourite players, highlights of which are displayed on the big screen at half-time;
- making by supporters of coloured mini-banners to hold in the stands.

Furthermore, the children worked throughout the 2014/2015 season to build a mega banner carrying the message: “Bianco e nero (Black and White): two halves of one big heart.” The children signed and coloured the banner and displayed it in the East Stand at the last championship game.

The banner was displayed on the 37th day of the season, when 2099 children from regional football schools, born between 2001 and 2008, attended the Juventus-Napoli match, in the guest area closed to Napoli fans. The initiative is part of the project “Gioca con me. Tifa con me” (Play with me. Cheer with me), developed in collaboration with the UNESCO Centre in Turin to rediscover the passion for the sport and to generate team spirit.

**Kick Out Racism**

Now in its sixth edition, the “Un calcio al razzismo” (Kick Out Racism) initiative, developed in conjunction with the UNESCO Centre in Turin, demonstrates Juventus’ commitment to promoting the values of sport by offering tangible support to young people committed to fighting racism. The initiative is aimed at young people between 18 and 25 and at voluntary organisations (operating in the Piedmont Region and registered in the Regional Registry of Volunteers), and awards two scholarships worth 5,000 euros.

This year, the scholarships were awarded to two young people who proposed projects to encourage the integration of ethnic minorities into the local community. The projects provide academic support and after-school activities to children from families who would otherwise not be able to experience a sense of inclusion in society.

Since 2012, the initiative has also included “Gioca con me” (Play with Me), which offers children between seven and ten years potentially exposed to social problems the opportunity to play for free, for three years, in Juventus Soccer School teams.
**Kick Out Racism: Play with Me**

This joint project, originating from the initiatives “Un calcio al razzismo” (Kick Out Racism) and “Gioca con me” (Play with Me), was presented by Andrea Agnelli at the UNESCO headquarters in Paris on 6 March 2014, and was recognised as the best in Europe.

The project has also found a valuable ally in “Play Football, Make Peace”, an historic event organised by the Universal Peace Federation (UPF) and the WFWP – Women’s Federation for World Peace, Italy. Its ambassadors were 7 Israeli children and 7 Palestinian children, aged 11 years, from small villages in the north, not far from the Occupied Territories.

In March 2015, on the International Day for the Elimination of Racial Discrimination, the projects “Un calcio al razzismo” (Kick Out Racism) and “Gioca con me” (Play with Me) brought together 80 children to play football in Vinovo, Italy, and promote the values of brotherhood. After the game, all participants were given an award by Gianluca Pessotto and by the President of the UNESCO Centre in Turin, Maria Paola Azzario Chiesa.

**International Day for the Elimination of Racial Discrimination in Sport**

Juventus celebrates this important day every football season, inviting children from the “Play with Me” project (see the chapter “Young Players”, p.61) and all their teammates, to enjoy a day in the name of football and diversity.

On 21 March 2015, children from the “Play with Me” project were joined by “Dreamers of Peace”, a youth team comprising Israeli and Palestinian players who came to Turin for “Un calcio per la pace” (“Play Football, Make Peace”).

**EDUCATION ON THE VALUES OF SPORT**

As well as the issue of racism and discrimination, Juventus is engaged every day in supporting and managing educational recreation for young supporters (and non-supporters), aimed at promoting the values of sport and football.

**JMuseum**

Since September 2012, more than 5,000 students have visited the museum and 2,850 have attended the educational events “Stringere le Mani del Mondo” (Shaking Hands with the World) and “La Storia Siamo Noi – La Storia Siete Voi” (We Make History – You Make History), a journey of discovery about the development of Turin through football and Juventus.

The museum, which every day welcomes supporters, and above all families united by their passion for the Club, also joined the initiative “National Day of Families at the Museum” on 12 October, sponsored by the Ministry of Cultural Heritage and Activities and Tourism. On that day, in a specially equipped space, the museum provided resources for creative activities with the aim of attracting children to the world of football and sport through various approaches (historical, educational and recreational).

Children aged 5-10 accompanied by an adult were able to take part in educational activities to arouse their interest even further, if possible, in the world of football and sport.
Players are a football club’s main resource: having healthy players at their physical peak is a day-to-day priority; having players that can make the company’s values their own and tackle all challenges both on and off the pitch is an added value, and one which Juventus strives to foster.

Players are first and foremost people. People who have turned their sporting expertise and competitive abilities into a profession, but who also have a personal life to be lived on a day-to-day basis. Indeed, at times this personal life may be the reason why players struggle to reach the top of their game and abandon their career. Their families may not be giving them the right support, or any at all, or their sporting performance may be lacking in the long term.

Whatever the reason, Juventus plays a key role: the Club works with hundreds of players in all age groups on a daily basis, and the challenges and opportunities change with each one of them. Therefore, the Club helps players who are facing tough challenges, while also trying to guarantee the sporting success they deserve.

Physical and mental wellbeing is a key factor to invest in at all times, as the risks would be high if this aspect were overlooked. Along with health, Juventus focuses on its players’ education: this is essential to give them all the tools to tackle life on and off the pitch. Juventus is also very attentive of the needs of young players who will not manage to become professional players in the first team or who will sign up to other clubs: guaranteeing that they continue their education and can also get involved in other sectors is a priority for Juventus.

Juventus believes in its players, irrespective of their age, and in their ability to grow and embrace the values most important for Juventus. In conveying these values, players can get the most out of their sporting and personal life – and get the most out of sharing its values.
The “Key Issues” in this Section

- Dedicated staff for the Primavera team, with a team doctor, two physiotherapists and a rehabilitator
- Two tutors for boarders, from 6:00 to 11:00 pm
- Educational sessions for young players on pressing matters, such as using social networks and betting
- Promoting an educational session with families of young players
- Continuing initiatives to include and involve young players: Play with me, Juventus for talent and Golissimo

Highlights of the 2014/2015 Season as Regards Players

- Medical system quality certification updated
- A scientific officer appointed for the statistical analysis of player injuries, research projects and scientific publications.
- A team of psychologists for the 4 Youth Sector areas (Competition, Schools, Residential and Juventus training)
- Fund raising with the charity match Partita del cuore on 2 June 2015

KEY FIGURES

14\textsuperscript{th} year of taking part in the UEFA Elite Club Injury study

98 pupils at the Juventus College

253 young players involved in educational activities, with more than 20 sessions di incontri

50 training hours for team managers, fitness trainers, goalkeeper trainers and rehabilitators

10,580 young participants in Juventus Soccer Schools
Juventus works closely with a vast number of young players and has a great deal of responsibility for their growth in terms of sport and education, becoming a sort of “second family” during their formative years.

This is why the Club offers a mix of education and sport with a three-fold aim:

- Training players for the First Team
- Educating pupils to join the world of work
- Helping young people to respect themselves and others, both on and off the pitch

Stakeholders interviewed (65.5%) during engagement activities in 2015 believe that making Juventus players aware of key issues such as fair play, racism and corruption is essential for the team’s success. In addition, 57.4% think it is just as important to invest in relations with the families of young players, so they are able to help their children grow up responsibly.

Factors Contributing to the Team’s Success

- 65.6%: Making Juventus players more aware of key issues (such as betting, fair play, racism)
- 57.4%: Investing in relations with the families of young players, so they are able to help their children grow up responsibly
- 50.8%: Monitoring the players’ state of health to avoid doping
- 19.7%: Working with organisations so that the second team is officially recognised
YOUTH SECTOR

The youth sector is made up of 21 teams in all, with players ranging from 8 to 18 years of age.

As it is hard to understand the real abilities of these players, all young children selected to join Juventus stay with the Club until they are 13. From 14 years onwards, if they do not decide to change teams, they sign an agreement to stay with Juventus until they are 18. The refusal rate is extremely low. After turning 18, usually only a dozen or so young players make it into the Serie A championship; others go on to play in other championships or choose to go abroad.

Youth Sector players (353 in total) are trained by 4 technical teams with a combined staff of 108 people, including coaches, goalkeeping coaches, sports trainers and a team of sports psychologists led by a professor from Turin University. The team of psychologists maintain a discreet presence; if a player shows signs of experiencing difficulty, the role of the psychologist is to report the problem and, if necessary, address it with the player’s family.

As from the 2014/2015 season, the Primavera team is supervised by dedicated staff, with a doctor, two physiotherapists and a rehabilitator.

This means that we can carry out analyses that are easier to evaluate, comparing data with the European average and with figures for the First Team, the Primavera Team and the youth sector teams. This important monitoring operation, which continued up until 31 December 2014, has enabled corrective and strategic actions to be taken. The data have been given to Turin University for further analyses and studies and, before the end of 2015, a dedicated scientific publication will be available.

In association with Turin University, two tutors (recent graduates) have been helping boarders from 6:00 to 11:00 pm with their homework, or any personal problems or simply spending time with them (playing five-aside football, ping pong, video games...).

To actually improve learning, it was considered appropriate to involve sports' technicians in the class committee: this experience has been positive for both team managers and teachers. Learning improves whenever team managers reprimand the players, since the managers are responsible for picking players for matches.

The technical staff of the youth sector is assisted by two psychology graduates, selected with the help of Turin University, one of whom is already qualified to practice. The graduates assist the families of young players and in addition to their academic experience, both have worked with youth groups and in cultural/recreational activities for adolescents (for example parish youth clubs and summer camps).

Sport is an opportunity to improve one’s abilities and learn behaviours that are useful both on the field and in everyday life.

<table>
<thead>
<tr>
<th>LIST OF YOUTH SECTOR TEAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AGE</strong></td>
</tr>
<tr>
<td>-----------------------------</td>
</tr>
<tr>
<td>Primavera</td>
</tr>
<tr>
<td>Allievi nazionali A e B</td>
</tr>
<tr>
<td>Allievi nazionali I e II Div.</td>
</tr>
<tr>
<td>Giovanissimi nazionali</td>
</tr>
<tr>
<td>Giovanissimi B</td>
</tr>
<tr>
<td>Esordienti 2002</td>
</tr>
<tr>
<td>Esordienti 2003</td>
</tr>
<tr>
<td>Pulcini 2004</td>
</tr>
<tr>
<td>Pulcini 2005</td>
</tr>
<tr>
<td>Pulcini 2006</td>
</tr>
</tbody>
</table>
Training

Juventus maintains iron discipline through clear, strict rules. Bad behaviour at school or in hotels is punished with suspension from the team and may be reported to national selectors.

Juventus has promoted a training programme designed to shape the knowledge, abilities, attitudes and behaviour of young players and help them grow and become more mature, both on and off the pitch. Sport, in fact, is an opportunity to improve one’s abilities and learn behaviours that are useful both on the field and in everyday life.

Besides ongoing training activities, additional educational sessions were provided on the issues of betting and social media, in association with the FIGC and Youth League.

As from this season (2014/2015), betting on the Primavera championship has been legalised, so it was considered essential to explain what match fixing is, the approach that possible “fixers” could take, and how to read signals and behave. Young people are a sensitive target, especially via social media, so training on the use of social media was organised for 14- to 19-year olds, with the help of the Postal and Telecommunications Police.
PLAYING FAIR: TRAINING ON THE PITCH AGAINST FRAUD IN SPORT

The project – developed by the Serie A League in conjunction with Sportradar – consists of a day’s training on match fixing, for young players, technical staff and managers.

During the workshop, players were informed about how to identify and tackle fraud in sport connected with betting, the techniques used to fix a match and actual cases of match fixing, taken from investigations conducted by Sportradar at an international level. Current regulations and criminal and sports sanctions were also reviewed, to give all participants adequate and practical information about the risks and dangers of match fixing. The crucial role of social networks in the case of fixing matches and attempts by fixers to approach players were also discussed in detail.

The training day was conducted by Marcello Presilla, Director for Italy of Sportradar AG, an international leader in activities to fight against and prevent fraud in sport. This organisation checks anomalous betting flows at an international level through the Fraud Detection System, the most sophisticated and advanced in the world, used by UEFA and other leading sports’ organisations, to check sums bet on the global market and identify any anomalies and/or suspicious trends.

The Role of Families

Besides initiatives targeting young players, Juventus also offers courses for teachers, families and sports staff to help them learn how to interact and deal with youngsters in the best possible way.

However, some families are not able to support the players adequately, making it impossible for them to continue their career, despite having the technical and sporting skill and expertise. As Juventus considers parental support fundamental for the personal and sporting development of young players, it organises ad hoc training for them.

Specifically, two sessions are organised for families and are held annually. These discuss the role of parents, who must support rather than side against Juventus, and the role of the player, who must be considered as a person first, and then as a sportsman.
On 16 February 2015, Juventus held a meeting at the Juventus Stadium for the parents of young players. Juventus was represented by Stefano Braghin, the director of the Youth Sector and Giuseppe Vercelli, psychologist and psychotherapist, with considerable experience in the world of sport.

The aim of the meeting was two-fold:
• To consolidate relations between the Club and families.
• To explain some fundamental rules on behaviour, for young players and for their development.

The meeting talked about how to deal with conflict, how to communicate in the right way with young people and handle the most critical moments. Lastly, a guide on healthy eating was handed out.

**THE ROLE OF PARENTS IN THE JUVENTUS PROJECT**

**JUVENTUS COLLEGE**

Established in 2012, the Juventus College is a private high school legally recognised by the Ministry of Education. Curricular activities are organised by the International School of Europe (ISE) following the scientific and applied sciences syllabus with specialisation in “sports”, identified as the most widely studied in Italy.

Juventus is the only football club in Italy and in Europe to run a private high school. This innovative and unique initiative enables Youth Sector players to reconcile their schooling and sporting commitments, drastically reducing the high school drop-out rate, which tends to be quite high among youngsters aiming for a career in professional football.

The Juventus College is open only to registered Juventus Youth Sector players.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2013/2014</th>
<th>2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year one</td>
<td>32</td>
<td>27</td>
</tr>
<tr>
<td>Year two</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Year three</td>
<td>25</td>
<td>24 (+ 3 foreigners)</td>
</tr>
<tr>
<td>Year four</td>
<td>13</td>
<td>11 (+ 6 foreigners)</td>
</tr>
<tr>
<td>Total students</td>
<td>97</td>
<td>98</td>
</tr>
</tbody>
</table>
Some sixty students from Juventus College took part in an educational session in early 2015 on the prevention of gaming and betting addictions, held by two young professionals from the sector: the physicist Diego Rizzuto and mathematician Paolo Canova, who have been touring Italian schools since 2009 with their project “Fate il nostro gioco”.

The session actively involved the students and covered three main objectives:

- Using maths to explain how and why the bank wins, and what the numerical rules are that guarantee the bank an advantage.
- Trying to solve the actual probabilities of winning, which are blown out of proportion by fraudulent publicity.
- Showing that betting cleverly exploits some of our innate cognitive abilities regarding statistics and probability.

The session was introduced by Sergio Spinelli, Juventus’ Human Resources and Organization Director, who underlined to the importance of educating players as people first, and then as champions, which has always been a key goal of JCollege.

As sporting careers are not clear-cut, the Club has worked hard to ensure ongoing schooling for players involved in a professional sport that is very tough. Only a few players in Juventus’ youth sector manage to play for the First Team. Those who do not succeed often end their sporting career.

This is why Juventus offers young players the chance to keep up their education, without falling behind in their regular schooling and having to repeat years due to absences, and without skipping training due to continuous transfers. For young players who are transferred to other clubs, Juventus is trying to reach an agreement with the FIGC and Ministry of Education to make distance learning feasible in Italy and avoid the current situation, where players study as private students.

**Juventus Soccer Schools**

First launched in 2004, Juventus Soccer Schools (JSS) are open to youngsters (aged 5 to 16, regardless of whether or not they already play competitive football) keen to play with Juventus, but in a less demanding and selective way compared to the Youth Sector sides, while still based on the same values. The method adopted by Juventus Soccer Schools for teaching children the skills to play football closely follows their own youthful development, from their introduction to the game to their physical maturity. Starting with the recreational and creative side of the game, the players are involved in activities to help their all-round development, in a safe and secure environment. The JSS model is based on respecting the physical and mental well-being of the young players, and making them independent.
INITIATIVES FOR THE YOUTH SECTOR

Play with Me
This initiative – organised in association with the UNESCO Centre in Turin and with local state schools – aims to tackle social inequality, involving in numerous recreational activities, children who have excellent school reports but, for financial or family reasons, cannot enrol on the Juventus Soccer Schools programme. By bringing together children from very different backgrounds, the programme tackles the danger of class prejudice.

Juventus For Talent Competition
The “Juventus for Talent” competition, launched via the www.fbplayer.com platform, asked young players to upload videos of their sporting skills onto the internet, so that they could be voted by the public. The videos with the most votes were then rated by a Juventus technical committee. The winners had the chance to train for a day at the Vinovo Training Centre with Juventus.

The competition was for 13- to 18-year olds, with those selected playing against their peers.

Gollissimo
This project was launched in 2010, as part of numerous initiatives promoted by the Juventus Soccer Schools that each year give many budding champions the chance to play on the pitches at the centre where the Youth Sector and First Team players train.

Saturday 18 October 2014, open day at the Vinovo Training Centre, with 200 participants born in 2008, from seven Juventus Soccer School training units, spending the morning playing mini-matches (three-a-side) on specially created pitches.
FIRST TEAM: HEALTH AND THE REFERENCE MODEL

HEALTH

As in past years, health is a very important theme for Juventus and its external stakeholders, an essential aspect to be invested in at all times.

Although not considered a risk, as demonstrated by the evaluation of stakeholders involved in engagement activities this year, it still needs to be carefully and constantly monitored.

Juventus’s commitment to health is reflected by:

- The quality of its Medical Sector, with a Quality Management System (SGQ), certified by an independent body and complying with ISO 9001:2008.
- Its decision to raise awareness among young players and their families.
- An increasing focus on training its technical staff on health issues.

When we talk about players’ health, we mean their physical health, attained through a correct diet and physical activity, and by avoiding the use of substances intended to improve sporting performance. At the same time, we also mean mental health, which can have a positive and/or negative impact on a player’s achievements on the pitch.

This can all have negative effects on the player, and consequently on the Club, as well as on the football system in general. That is why it is so important to show we are highly focussed on this important issue.

1. As regards Quality Management System certification, the Medical Sector refers to “General Regulations for the Certification of Management Systems” of the TUV Italia certification body, and “Requirements for the accreditation of Organisations assessing and certifying quality management systems in the health sector and for other social services”, by the Italian accreditation body Sincert.
At the start of the season, each professional player has a medical check-up (clinical tests, blood and urine tests, spirometry, body measurements, a cardio Tmax and an ECG) and undergoes a check-up with blood and urine tests, body measurements and a baseline ECG every six months.

If a new player joins the Club, Juventus asks for his medical records and the player undergoes a general medical check-up, trauma check-up and diagnostic testing, to ensure that the Club has a complete picture of the player’s health.

The goal of the Juventus doctor is prevention – to reduce and monitor injuries, as well as benchmarking these against international figures. Juventus has been involved in the UEFA Elite Club Injury Study for the last 14 years, which gives participating clubs a general overview of the number of injuries sustained, and makes Juventus’s monitoring process more comprehensive and effective. According to UEFA figures, Juventus has considerably reduced the number of injuries in the last four years compared to previous seasons and to the UEFA average.

A decrease in injuries depends upon several factors. In Juventus’s case, this is due to the younger age of its players and the innovative training methodologies used.

Juventus has set up a unit to monitor the training methods of all its teams. Despite age differences, the same approach is used for the First Team and Youth Sector, as well as for basic activities. This Training Check means that long-lasting working methods can be established (regardless of any changes in technical staff). The main purpose of JTC is to integrate the technical area with the medical area. The training check also:

- Collects data on players’ health, via a centralised IT system, developed in-house.
- Assists technical staff, with customised training methods and the systematic analysis of training session output.
- Trains and updates technical staff on how to work with players on a daily basis.
THE MEDICAL SECTOR

The last season featured some important new initiatives:

- A scientific officer was appointed for the statistical analysis of player injuries, research projects and scientific publications. Support from the officer will also be important for the scientific publication on performance in the Youth Sector compared with the First Team, which is one of the improvement objectives of the Quality Programme.
- A medical team dedicated to the Primavera team was set up, comprising two physiotherapists/massage experts and a rehabilitator, with the strategic aim of preparing to manage a Second Team in the near future.
- A team of psychologists, previously managed by Human Resources, joined the sector. The team works mainly in the 4 Youth Sector areas (Competition, Schooling, Residential and Juventus training). It involves technical staff, for training and providing direct support for managing the players and team, for parents and teachers, and for players with psychological help and education and prevention issues (e.g. betting and a mindful way to use social networks), as well as the recruitment and training of tutors for players who are boarders.

On 10 November 2014, the certification body TÜV conducted an audit to renew certification, with analysis of all processes adopted by the Medical Sector. The audit outcome was successful. The next audit for certificate maintenance due on 16 November 2015.

Players’ and technical staff’s satisfaction with the Medical Sector is evaluated on a daily basis.

As regards the Youth Sector, technical staff were 100% satisfied with the response from the Medical Sector, in terms of expertise, organisation and availability, while players’ satisfaction was rated lower. As the technical staff working in the Youth Sector are more numerous, there are different reactions to instructions from the Medical Sector for players to rest.

The Medical Sector’s involvement in technical meetings was rated very highly.

THE FIGHT AGAINST DOPING

Juventus does not play an active role in the control procedure, but is required to observe national and European regulations and to raise awareness among its own players.

Italy’s National Olympic Committee (CONI), in the role of the National Antidoping Organisation (NADO), is the highest authority and has the highest level of responsibility for implementing and adopting WADA’s World Antidoping Code. The Anti-Doping Sports Regulations – adopted by CONI – and the attached rules are the only sports regulations on anti-doping in Italy, and include the mandatory conditions to be observed when practising a sporting activity.

In Italy, 1 or 2 urine tests are carried out after each championship match and a dozen anti-doping blood tests are performed during each football season. Random tests at the training grounds involve around 5 – 10 players per season and are carried out 3 – 4 times a year.

At an international level, UEFA (Union of European Football Associations) is on the front line in the fight against doping. All players competing in UEFA competitions undergo anti-doping tests, with no notice given. Occasional tests are performed during official matches on 1 or 2 players, while only 1 or 2 tests are carried out each year during the training season, involving 5 – 10 players.

To raise awareness of doping on a personal level and during national competitions, Juventus promotes information sessions at the start of each season and daily monitoring of the intake of medicines/supplements during training.
### THE ROLE OF PLAYERS IN THE FIRST TEAM

While health is an extremely important topic for internal stakeholders, the behaviour of first team players is just as important for external stakeholders (see the materiality matrix on page 13): Without any institutional or political models to follow, today’s society looks towards well-known people, including football players – whose success stories, due to their sporting ability, have gained considerable popularity.

Sport may be a focal point for some people, but today, footballers are standard-setters for the majority. Compared to the past, this phenomenon now has different dynamics – which are changing the relationship between football and society. With the advent of social networks, not only can supporters “follow” their own team, but individual players as well, to the extent that these athletes are becoming actual digital “brands”.

### JUVENTUS PLAYERS WITH THE MOST FOLLOWERS ON SOCIAL NETWORKS

**Twitter**

- Alvaro Morata: 2.76
- Gianluigi Buffon: 2.1
- Juan Cuadrado: 1.95
- Giorgio Chiellini: 1.7
- Paul Pogba: 1.65

**Facebook**

- Sami Khedira: 6.5
- Alvaro Morata: 6.1
- Juan Cuadrado: 3.7
- Gianluigi Buffon: 3.6
- Giorgio Chiellini: 2.3
It is important, therefore, for the first team to be aware of this responsibility and to carefully assess its conduct on and off the pitch.

The strategy to ensure first team players are accountable for their actions is suggested by stakeholders interviewed in engagement activities this year, with 65.5% saying that making Juventus players more aware of key issues (such as betting, fair play, racism) is essential for the team’s success, year after year.

For example, the Club has chosen to support the Turn Back Crime campaign launched by Interpol, the largest international police organisation, to encourage citizens to respect laws and make a concrete effort to reduce crime. Captain Buffon, Patrice Evra, Stephan Lichtsteiner and Giorgio Chiellini have all sent their own message supporting the cause, because the world of football and its champions must also show a red card against crime.

**Participation in conferences and events** is a strategy adopted by the Club to lever the experience of its players, as an example to everyone. One such event was the workshop entitled “The effective management of talent and a team”, organised by Randstad at the Juventus Stadium and attended by Gianluigi Buffon.

In front of an audience of business managers, Gianluigi spoke of some key points in his career and his experience as a leader of a great team, providing useful pointers and advice for people who manage numerous, complex teams on a daily basis and try to get the most out of them.

Buffon was also at Expo Milano 2015, as part of the team of Ambassadors at the Universal Exhibition, with over 140 countries and international organisations taking part to showcase the best of their technologies as a concrete response to a fundamental need: guaranteeing healthy, safe and sufficient food for everyone, while respecting the planet and its equilibrium.
Besides football players, the people who work with them also play a key role in promoting a healthy model and this is why they also take part in awareness initiatives. Gianluca Pessotto, the organisational director of Juventus’s youth sector is an example, with his presentation at the ITIS Grassi technical college in Turin, aimed at guiding students towards adopting an appropriate and healthier lifestyle. This was the aim behind the project, promoted by the Italian Association of Medical Oncology.

THE FIRST TEAM AND ENGAGEMENT WITH SUPPORTERS

The first team engages with supporters through digital platforms and a number of initiatives:

• **Juventus ASK** on Twitter once a month: Fans can chat with first team players via the Club’s channel on Twitter. Users can send their requests in advance and players answer on a specific day.

• **Filo Diretto JTV** once a week, the Juventus TV show where First Team players answer fans’ questions.

• **Talk to Talk** to on Twitter and YouTube once a year: a chance for supporters to chat with players. Other initiatives are being developed.

FAIR PLAY

Juventus, on the strength of its tradition and values, condemns any type of unsportsmanlike behaviour, starting from its educational project. The values of fairness, propriety and respect are the bedrock of the Juventus approach to football, where the concept of fair play goes beyond game time and sportsmanship on the field and means propriety, good behaviour and respect for oneself and for others, both on and off the pitch.

The footballing world promotes fair play in various different ways, from the Sports Code of Justice and UEFA regulations to specific pre-match messages announced by match referees. However, measuring fair play in the field is often hard, as demonstrated by the two rankings on fair play (UEFA’s Respect Fair Play and the Coppa Disciplina of the Lega Nazionale Professionisti Serie A), which rate conduct but offer only a partial overview and are, in most cases, inversely proportional to match wins. As in previous seasons, Juventus is ranked near the bottom of the Coppa Disciplina, just before Roma.

Juventus does its part by promoting fair play and raising awareness within its organisation. All registered players are provided with a copy of the Code of Ethics upon their signing and a very specific educational model is used to teach fair play to youngsters from their earliest years in the Youth Sector, as well as in Juventus Soccer Schools and at the Juventus Museum.

Claudio Marchisio testimonial for AIRC and Fondazione Crescere Insieme at Sant’Anna Hospital, Gianluca Pessotto took part in a meeting with schools on smoking/cancer, Alessandro Matri and Andrea Barzagli testimonials for Oxfam, Gianluigi Buffon testimonial for SOS Villaggi dei bambini, Giorgio Chiellini testimonial for “Total sport for disabled” and other players with their own initiatives.
Football is a popular game, with a strong influence on young people: footballers are role models both on and off the pitch, to be imitated in sport and in life. Promoting the sporting ethos through sportsmanlike behaviour is therefore important for Juventus in order to stand out on the footballing stage, often seen in a negative light, and become a positive role model for others. Fair play on the pitch, based on respect for one’s opponent and for the referee, is also an expression of the respect that Juventus has for its supporters, who pay the ticket price to come to the stadium and see their team play, supporting them when they win.

Despite the difficulty in measuring fair play on the field, Juventus publishes data on match bookings over the last three seasons. It should be borne in mind that red and yellow cards are an ordinary part of the rules of the game and are not necessarily negative per se.

### Match Bookings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total yellow cards</td>
<td>77</td>
<td>69</td>
<td>75 (*)</td>
</tr>
<tr>
<td>Total red cards</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

(* ) There were 62 bookings in Serie A and Italian Super Cup matches for bad behaviour against an opponent, 6 bookings for irregular behaviour on the pitch and 7 for complaining to match officials. In the Tim Cup, there were 11 bookings, of which 9 for bad behaviour, 1 for complaining to match officials and 1 for irregular behaviour. 25 bookings were made in the Champions League.

### Unlawful Behaviour

The Company promotes a sporting ethos among its employees and staff, as well as its players and directors. Everyone must act in accordance with the principles of fairness, propriety and integrity, and refrain from any activity, using any means, intended to change the performance or results of matches.

Everyone must refrain from accepting or facilitating bets and must scrupulously observe antidoping regulations. Any behaviour intended to change the performance or results of a match may constitute sporting fraud or be subject to a criminal investigation.

Moreover, professional players’ use of social networks is restricted by a contract clause, including an obligation to coordinate with Juventus as regards the messages and information they send.

Unlawful behaviour by one or more individuals could directly involve the entire Club. The consequences for Juventus could therefore be sanctions or sporting sanctions, the banning of a player or member of technical staff, damaging the Club’s image and reputation, with a negative financial impact (fewer matches, unplanned investments to maintain the players’ bench, etc).

Aside from matches, the unlawful behaviour of Juventus players, staff, employees or directors seriously affects the Club’s image. The Company may also be held liable if its employees are found guilty of unlawful conduct prior to joining Juventus.
THE IMPORTANCE OF TRAINING FOR TECHNICAL STAFF

When we talk about the first team, we mean all players, as well as the people who work with them on a daily basis, like technical staff.

To increase the cultural skills of team managers and give them the tools for the effective training of all Juventus’ teams, professional development courses are held for technical staff.

For the second year running, the Training Check – led by Professor Roberto Sassi, which constantly monitors players’ conditions, and also works with the Technical Sector to optimise the results of the Medical, Psychological and Physical Sectors – promoted a cycle of lessons for team managers, trainers, goalkeeper trainers and rehabilitation experts. The lessons were held weekly for two hours, for a total of 50 hours each, targeting professional development and specific topics for various positions.

The lessons, coordinated by Professor Sassi, were held by the managers of the various areas (technical, physical, goalkeepers, medical). In addition, researchers from the Mapei Sport Research Centre and international specialists conducted scientific sessions.

“To increase the cultural skills of team managers and give them the tools for the effective training of all Juventus’ teams, professional development courses are held for technical staff.”
<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>RECIPIENTS</th>
<th>METHOD</th>
<th>PERIOD</th>
<th>HELD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training course on the use of liquid nitrogen</td>
<td>Medical staff of the First Team</td>
<td>Theoretical and practical course</td>
<td>1st semester</td>
<td>14/07/2014</td>
</tr>
<tr>
<td>Recovering energy in sport</td>
<td>First Team players</td>
<td>Lesson</td>
<td>1st semester</td>
<td>18/09/2014</td>
</tr>
<tr>
<td>Nutrition and football</td>
<td>Medical and technical staff</td>
<td>Lesson</td>
<td>1st semester</td>
<td>02/10/2014</td>
</tr>
<tr>
<td>Nutrition and football</td>
<td>Basic activities technical staff</td>
<td>Lesson</td>
<td>1st semester</td>
<td>03/10/2014</td>
</tr>
<tr>
<td>Training course on the QMS and on the system’s role and tools for Players and the Technical Sector</td>
<td>Medical staff for the First Team and the Youth Sector</td>
<td>Lesson</td>
<td>1st semester</td>
<td>13/10/2014</td>
</tr>
<tr>
<td>Biomechanical anatomy and rehabilitation of the shoulder</td>
<td>Medical staff for the First Team and the Youth Sector</td>
<td>Lesson</td>
<td>1st semester</td>
<td>15/10/2014</td>
</tr>
<tr>
<td>Functional bandaging</td>
<td>Massage experts/physio-therapists for the Youth Sector</td>
<td>Lesson</td>
<td>1st semester</td>
<td>30/10/2014</td>
</tr>
<tr>
<td>Sport psychology</td>
<td>Medical staff</td>
<td>Lesson</td>
<td>1st semester</td>
<td>06/11/2014</td>
</tr>
<tr>
<td>Functional bandaging</td>
<td>Massage experts/physio-therapists for the Youth Sector</td>
<td>Lesson</td>
<td>2nd semester</td>
<td>26/02/2015</td>
</tr>
<tr>
<td>UCL Elite Injury Study</td>
<td>Company doctors</td>
<td>Conference</td>
<td>2nd semester</td>
<td>21-22/01/15</td>
</tr>
<tr>
<td>The risks of doping in sport</td>
<td>JCollege</td>
<td>Lesson</td>
<td>2nd semester</td>
<td>08/04/2015</td>
</tr>
<tr>
<td>Anti-doping regulations</td>
<td>Company doctors</td>
<td>Conference</td>
<td>2nd semester</td>
<td>14/04/2015</td>
</tr>
<tr>
<td>Prevention and the functional recovery of muscle injuries</td>
<td>Rehabilator</td>
<td>International congress</td>
<td>2nd semester</td>
<td>18/05/2015</td>
</tr>
<tr>
<td>UCL Elite Injury Study</td>
<td>Company doctors</td>
<td>Conference</td>
<td>2nd semester</td>
<td>9-10/06/2015</td>
</tr>
</tbody>
</table>
Partita del Cuore Charity Match

On 2 June, the National Italian Singers Team and Researchers Team played a match in support of Telethon and the Fondazione Piemontese per la Ricerca sul Cancro-Onlus (the Piedmont Foundation for Cancer Research, which Juventus has supported financially for some time now), for a splendid charity fund-raising evening. Besides buying tickets (prices from 10 to 20 euros, depending on the seating), it was also possible to help the two organisations by pledging money by text message.

The funds collected will be used to help the Foundation at Candiolo, a cutting-edge centre for the diagnosis and treatment of cancer, and to help Telethon, a foundation that covers all areas of research into rare genetic diseases, involving 1,547 researchers working on a total of 450 diseases. Moreover, funds from the event were used to donate defibrillators to sports companies as part of the “Progetto Vita” (Life Project).
COMMUNITIES
AND THE LOCAL AREA
Being a focal point for the community in Turin (and more generally in Italy) and for international football is a top-level position Juventus aspires to.

Because of its history, the Club is undoubtedly an important symbol for the Turin area, and with its ability for technical innovation and sporting prowess over the last few years, it will be able to consolidate this position on the international scene as well.

Although development in the Turin area and development in the Italian and international football industries might seem two different themes, they both have a fundamental aspect in common: the need to establish a network, mainly forging partnerships and working with communities and political and sporting organisations. This type of alliance will create value to share in the long term and, with a view to sustainability, the potential benefits are considerable for all sides involved.

In the last few years, Juventus has been working on both fronts, seeking to affirm its identity in a context that is often challenging. At an international level, it has been active for years, working with leading sports’ organisations, mainly through its Chairman Andrea Agnelli, and taking part in meetings and conferences, creating important partnerships, with UNESCO for example. At a national (or rather local level), the Club has invested in recent years mainly in the construction of a new stadium, with an approach targeting ecosustainable criteria, and in planning the redevelopment of the Continassa area. At the same time, it has financially supported local businesses and initiatives.

Investing time and resources in the local community is fundamental for Juventus, because the economic and social development of an area and its impact at an international level are an important reason to focus more on sustainable issues such as racism, discrimination, safety, etc.

At the same time, it is just as essential for organisations to be aware of the considerable impact that sport (and in particular football) has on local areas and communities, in terms of value, the economy and productivity. So it is important that these organisations take the lead and actively engage with business concerns that work and can potentially create value in local areas.
The “Key Issues” in this Section

Highlights of the 2014/2015 Season as Regards Local and International Impact

- Designing and starting construction of a health centre providing diagnostic, physiotherapy and sports’ medicine services for the Club and local area
- Maintaining a reduced water consumption
- Developing a technical centre, to serve property planned for the Continassa area, intended as the main source of heating and cooling for the entire area.
- Funding a research project on racism and discrimination in sport, particularly in football
- Supporting the UNESCO project to re-integrate child soldiers in Mali and the Central African Republic
- Participating in international events promoted by UEFA and ECA

KEY FIGURES

- 100 boys and 17 girls re-integrated in the Central African Republic
- The average age of Italian stadiums is 61 years
- Approximately 1,000 child soldiers to be re-integrated in Mali
- 5 weeks’ training for the programme to re-integrate child soldiers
With the building of the Juventus Stadium, the Club has been actively involved in redeveloping the surrounding Continassa area for the benefit of the local community, promoting the development of the City of Turin, and doing so sustainably, as well as increasing the value of the company’s property portfolio.

Juventus has demonstrated its commitment on a number of levels. The first and most important of these was the construction of a stadium that meets key eco-sustainability criteria; the Club is now engaged in the redevelopment of an outlying area of Turin. In addition, it is promoting greater sustainability in the transport of players, where compatible with the team’s technical and logistical requirements, and intends over time to offer its expertise in the communities in which it operates.

As emerged from the engagement process conducted this year by Juventus, for 67.2% of respondents, making the Club’s expertise (sporting and technical) available to people through dedicated services is one of the most important aspects for the creation of value for those living in the Turin area and elsewhere.

How Juventus can improve the lives of local people

Source: Juventus stakeholder engagement 2015

- 67.2% Making the Club’s expertise (sporting and technical) available to people through dedicated services
- 49.2% Guaranteeing safety in the local area (not only inside the stadium) when there are matches at the Juventus Stadium
- 45.9% More support for local communities, through donations / partnerships with the third sector
- 27.9% Mitigating impacts on the local area in terms of pollution (atmospheric and noise), waste and traffic
In 2016, Juventus is planning to open a centre for health, diagnosis, physiotherapy and sports medicine within the Juventus Stadium, with the aim of establishing a landmark in the Turin area. The company JMedical srl is 50% owned by Juventus, with the other half owned by its project partner, the Santa Clara Group, which already operates several health clinics and diagnostic centres in Piedmont and is also active in occupational health and safety, the environment and education.

In addition to taking care of professional athletes, primarily Juventus players, the centre will be open to anyone, including recreational and amateur athletes and those not interested in sport, all of whom will find that JMedical sets new standards with latest generation diagnostics technology and high quality services available to all.

CASE STUDY: UEFA EUROPA LEAGUE FINAL

A football club such as Juventus can have a significant impact on the community in which it operates, and the way it does this can help in developing the local area and in creating economic, social and environmental value. Failing to exploit such potential would be to waste a huge opportunity for growth and development for the Club and for others.

The Stadium’s contribution to the Turin area was demonstrated during the UEFA Europa League final on 14 May 2014. The influx of so many supporters from Spain and Portugal – but also from Italy and 76 other countries – generated an economic impact for the area of 12.6 million euros (plus a further 4.9 million euros generated outside the metropolitan area), and all from a single game.

For 85% of those attending, the UEFA Europa League final was an opportunity to visit Turin for the first time. Almost all supporters travelled to the city in order to watch the final but, during their stay, they also became bona fide tourists, strolling through the streets of the centre (60%), going shopping (25%), or visiting restaurants or bars (23%) or museums (14%).

A good 44% of supporters stayed in Turin for several days, mostly in the metropolitan area (77%) or in Piedmont. Only 10% chose to stay outside the region, while 63% stayed in hotels.

Of the net direct economic impact, 69% came from spectators at the stadium arriving from outside Turin and its metropolitan area, a total of nearly 8.8 million euros (of which 4.5 million euros was spent on accommodation and hotels, 2.3 million euros on food and drink and the remaining 2 million euros on transport, shopping and leisure). The remainder of the net direct economic impact were costs associated with the media (almost 10% of the total, an induced impact of 1.2 million euros) along with the costs of putting on the event (21% of the total, or 2.6 million euros).

1. The data was extrapolated from a survey, commissioned by the UEFA Europa League Final Organizing Committee, and conducted by the Fitzcarraldo Foundation, a research centre specialising in impact assessment of cultural and sporting events.
Juventus owns its own stadium, guaranteeing competitive advantages compared to other clubs as well as quality-oriented planning. The role of the stadium has in fact changed: in addition to costs, there is also a perceptible secondary impact partly due to the newly established and close cooperation among marketing & sales, operations and facility personnel within the Stadium. With such personnel now within the Stadium, the effectiveness of development strategy is maximised.

Indeed, a top-class stadium helps to improve players’ performance whilst optimising the level of entertainment that viewing a match provides, with economic benefits resulting from the sale of tickets, services and products.

The Juventus Stadium, built between 2009 and 2011, stands within grounds extending over 355,000 m². The actual Stadium covers an area of 90,000 m², with 41,000 seats, 4,000 parking spaces and 30,000 m² of green space. The area also boasts a retail park spanning 61,000 m², of which 37,000 m² is gross floor area, with 1,000 parking spaces and 7,000 m² of open spaces.

The decision to build the Juventus Stadium on the old Delle Alpi Stadium site and to improve road access, in partnership with the City of Turin, ensured that the impact on the local area was kept to a minimum. From the start, the aim was to design a stadium with safe, easily accessible, open, bright and well-lit spaces for public use: access is guaranteed throughout (up to the bottom of the second tier). The Juventus Stadium was built with a focus on recycling, reducing waste and achieving environmental and economic sustainability by optimising available resources.
## ENERGY CONSUMPTION

### Electricity (in KWh)

<table>
<thead>
<tr>
<th></th>
<th>JANUARY/DECEMBER 2012</th>
<th>JANUARY/DECEMBER 2013</th>
<th>JANUARY/DECEMBER 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity purchased for offices</td>
<td>252,000</td>
<td>227,000</td>
<td>215,277</td>
</tr>
<tr>
<td>District heating for the stadium</td>
<td>5,335,000</td>
<td>4,580,000</td>
<td>3,349,570</td>
</tr>
<tr>
<td>Electricity purchased for the stadium</td>
<td>3,473,000</td>
<td>4,592,000</td>
<td>5,804,880</td>
</tr>
<tr>
<td>Electricity purchased for the Vinovo training centre</td>
<td>1,490,000</td>
<td>1,467,000</td>
<td>1,480,588</td>
</tr>
<tr>
<td><strong>Total electricity purchased</strong></td>
<td>10,550,000</td>
<td>10,866,000</td>
<td>10,850,315</td>
</tr>
</tbody>
</table>

### Diesel fuel (in Gj)

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of diesel fuel</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Natural gas (in m³)

<p>| | | | |</p>
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<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of natural gas for district heating and other services (Juventus training centre + offices)</td>
<td>670,000</td>
<td>752,000</td>
<td>717,113</td>
</tr>
</tbody>
</table>

## WATER CONSUMPTION, WITHDRAWAL AND DISCHARGE

### Total (m³)

<table>
<thead>
<tr>
<th></th>
<th>JANUARY/DECEMBER 2012</th>
<th>JANUARY/DECEMBER 2013</th>
<th>JANUARY/DECEMBER 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>108,450</td>
<td>106,888</td>
<td>98,679</td>
</tr>
</tbody>
</table>

### Consumption

<table>
<thead>
<tr>
<th>Source</th>
<th>JANUARY/DECEMBER 2012</th>
<th>JANUARY/DECEMBER 2013</th>
<th>JANUARY/DECEMBER 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>From the main water supply</td>
<td>103,310</td>
<td>101,748</td>
<td>93,539</td>
</tr>
</tbody>
</table>

### Withdrawal

<table>
<thead>
<tr>
<th>Source</th>
<th>JANUARY/DECEMBER 2012</th>
<th>JANUARY/DECEMBER 2013</th>
<th>JANUARY/DECEMBER 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Vinovo training centre artificial rainwater basins</td>
<td>5,000 (*)</td>
<td>5,000 (*)</td>
<td>5,000 (*)</td>
</tr>
<tr>
<td>From Stadium rainwater tanks</td>
<td>140 (*)</td>
<td>140 (*)</td>
<td>140 (*)</td>
</tr>
<tr>
<td><strong>Discharge (m³)</strong></td>
<td>103,310</td>
<td>101,748</td>
<td>93,539</td>
</tr>
</tbody>
</table>

* Figures indicate the total capacity of the basin. The amount of water collected and reintroduced is not recorded.

## CONSUMPTION OF WATER FROM THE MAIN WATER SUPPLY (m³)

<table>
<thead>
<tr>
<th>Location</th>
<th>JANUARY/DECEMBER 2012</th>
<th>JANUARY/DECEMBER 2013</th>
<th>JANUARY/DECEMBER 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>1,310</td>
<td>1,285</td>
<td>1,237</td>
</tr>
<tr>
<td>Stadium</td>
<td>76,200</td>
<td>82,930</td>
<td>72,802</td>
</tr>
<tr>
<td>Vinovo</td>
<td>25,800</td>
<td>25,800</td>
<td>19,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>103,310</td>
<td>101,748</td>
<td>93,539</td>
</tr>
</tbody>
</table>

## HAZARDOUS WASTE

<table>
<thead>
<tr>
<th>Year</th>
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** Figure exclusively from medical sector activities for which preventive control or any reduction in the amounts discharged is not feasible.
CONTINASSA [G4-EC7]

In the redevelopment of urban areas, sports clubs can make a practical contribution of real value. The project to redevelop the Continassa area is fundamental for Juventus, and serves to complete its investment in the Juventus Stadium and Juventus Museum. Regeneration of the area is also a tangible contribution to the development of Turin as a city, not only in investment terms but also with regard to the considerable positive impact on employment, both during construction and as a result of the services that will be established in the area upon completion.

The company’s new registered office and the new Juventus training & media centre will be built in the area, along with a hotel, two innovative retail sites, and an international school. The opening is scheduled for summer 2017.

Accademia SGR Spa, an asset management subsidiary of Banca del Sempione SA, will put into operation “JVillage” Property Fund (established by deed on June 30, 2015) that will oversee the project to redevelop and upgrade much of the Continassa Area. For more information, see the “Financial Sustainability” section on page 104.

A power plant, hereafter referred to as “the Technology Plant”, is also planned to power all the properties envisaged for Continassa. The plant, connected to IREN’s district heating network, will deliver district cooling and district heating and will be the main source of thermal energy supplied to the entire area. District heating, combined with high-efficiency cogeneration, delivers considerable environmental benefits through reduced emissions and the use of primary energy. For this reason, Bosch Energy and Building Solutions Italy and Juventus pooled their mutual interest in developing a project to improve energy efficiency by constructing a polygeneration plant.

The aim is to make the Continassa area one of the first examples in Italy of an urban complex where energy needs are met through high-efficiency polygeneration systems using renewable energy sources via a smart grid. Indeed, the combined electricity production, partly produced by photovoltaic, thermal and cooling energy systems, will deliver the following benefits:

- Reduced fuel consumption
- Reduced CO2 emissions
- Reduced energy costs
- Increased reliability of the electricity supply due to simultaneous supply from both the trigeneration plant and the public grid
- Decentralized energy generation, reducing the need for large power plants and providing local employment
- Significant support for public electricity grids during the summer: the demand for cooling from the climate control system is also met by the electricity self-generated by the polygeneration plant; it will therefore increase the stability of the electricity grid and improve the efficiency of the electricity system as a whole.

At any given moment, the system will be able to use the most efficient source generated for each energy type (thermal, cooling and electric), choosing between various possibilities:

1. Thermal energy
   - Intake from IREN's district heating
   - Heat recovery from the cogeneration plant's operations
   - Generation by heat pump
2. Cooling energy
   - Generation by heat pump with water cooling
   - Generation by heat pump with air cooling
3. Electricity
   - Intake from the public grid
   - Supplementation through the cogenerator’s operation

The installation of photovoltaic solar panels is envisaged for each building in the Continassa area, in line with Directive 2009/28/EC on the promotion of energy from renewable sources.
JUVENTUS TRAINING CENTRE AT VINONO

The Juventus sports centre at Vinovo, about 15 kilometres from the centre of Turin, was opened in 2006. It extends over 140,000 m² – of which 6,000 m² is covered.

With the opening of Continassa, the First Team will move to the new centre, leaving Vinovo to the Youth Sector, which will also take advantage of its new facilities.

TRANSPORT

Supporters travelling to and from the Stadium and Juventus players travelling to away matches are a further concern that directly impacts not just the local area, but also the country as a whole.

The environmental impact of travel is undoubtedly an important element that Juventus must consider in its long-term, sustainable development plan, in part because of the importance attached to the environment by society today.

While environmental impacts are not perceived as a high priority for the Club, a certain level of interest emerges when it comes to supporters’ personal choices. Indeed, as many as 86% of the supporters engaged, who currently travel to the stadium by car or motorcycle, stated an interest in using transport that is more sustainable for the environment.

Sixty-two per cent believe that Juventus should focus more of its efforts on promoting transport as an alternative to the private car, 47% felt efforts to encourage recycling would be more useful, while 38% believe the Club should try to reduce energy consumption within the Stadium and its facilities. Other suggestions also emerged, such as obtaining environmental certifications for the stadium (32%) and the use of low environmental-impact vehicles for transporting supporters (28%).

IN ENVIRONMENTAL TERMS, WHERE SHOULD JUVENTUS FOCUS ITS EFFORTS

Promote means of transport other than cars to get to the stadium

Encourage separate waste collection both inside and outside the stadium

Reduce consumption by the Juventus Stadium and in Juventus structures

Obtain environmental certifications for the Juventus Stadium

Choose means with a low environmental impact for supporter travel

Source: Juventus stakeholder engagement 2015

WOULD YOU LIKE TO TRAVEL TO THE STADIUM BY MORE SUSTAINABLE MEANS?

86% YES

14% NO

Source: Juventus stakeholder engagement 2015
Transport of players and supporters has a significant impact locally, nationally and internationally. In terms of respecting the environment, the road network and safety, therefore, Juventus chooses to invest in relations with local institutions and national partners, where possible.

Trenitalia, for example, has renewed its partnership with the Club up until 2016, with the Frecciarossa confirmed as the Club’s official train. The partnership between the two companies, which began in 2012, marks the start of co-marketing initiatives, as well as representing a step towards the development of future synergies to safeguard the environment and cut polluting emissions. The partnership will promote a more sustainable means for players to travel to away matches and will increase awareness among the many supporters who travel to and from stadiums.

As an alternative to rail travel, Juventus relies on SADEM, an ISO 14001-certified company with a strong focus on environmental issues. The team travels in a Euro 6 vehicle that ensures maximum reductions in environmental impact from greenhouse gas emissions.

**INITIATIVES IN SUPPORT OF THE TURIN AREA… AND BEYOND**

**Candiolo**

For some years, Juventus has supported the non-profit Piedmont Foundation for Cancer Research, an organization created to promote experimental cancer research and clinical cancer research. It develops new diagnostic and therapeutic instruments and provides oncological health care in various forms of prevention, diagnosis, treatment and rehabilitation. The Foundation is currently setting up the Candiolo Institute in Piedmont, an oncology centre of excellence that ensures the full course of diagnostic and therapeutic treatment and access to the most advanced technological instruments and equipment. The institute also works with prestigious national and international scientific institutions, making a significant contribution to a full understanding of the disease and the development of clinical applications.

**Growing Together at Sant’Anna**

Juventus has long been committed to ensuring a better future for the young patients at the Department of Neonatology of Sant’Anna Hospital, supporting the renovation project and investments for the purchase of medical equipment. The project “Crescere Insieme al Sant’Anna” (Growing Together at Sant’Anna) involves the renovation of the department, upgrading to current international quality standards.

In December 2014, a fund-raising dinner was held for the Foundation, attended by Pavel Nedved. Dr. Daniele Farina, head of the department, was also at the event. The department is scheduled to open next season.

**Evening in Memory of Ale and Ricky**

In December 2014, a fund-raising dinner was held by the Alessio Ferramosca and Riccardo Neri Association, in memory of Alessio and Riccardo, the two boys from Juventus youth sector who died at Vinovo on 15 December 2006. The proceeds from the dinner will benefit children in the Mirik mission: 95 Indian children that Salesian priests look after from kindergarten to senior/high school. In agreement with the Salesian priests, a football pitch will also be donated and dedicated to Alessio and Riccardo.
Juventus operates on a daily basis in a broad-ranging context encompassing numerous stakeholders. These include national and international sporting and political organisations, Italian and international supporters, multinationals, international public opinion and Italian and international players. Achieving concrete results as the Club pursues sustainability depends largely on partnering and its successful outcome.

Juventus is becoming increasingly engaged in staying in contact with all its stakeholders at a global level, through its strategy to give the brand an international dimension and thanks to digital platforms.

The need for an international mindset is also confirmed by the high number of stakeholders interviewed (57%) who think Juventus must focus above all on developing its presence at an international level to achieve business success, as well as having responsible managers and a winning policy for human resources development.

**KEY FACTORS TO ACHIEVE BUSINESS SUCCESS**

Source: Juventus stakeholder engagement in 2015

- **77%**: Having responsible managers lead the company
- **60.7%**: Investing in human resources within the company (company welfare, training, benefits...)
- **57.4%**: Being present at international level
- **24.6%**: Sharing our challenges with suppliers
Juventus is therefore committed to consolidating and developing national and international relations with its stakeholders, as a Club targeting important partnerships in the sector, and above all through the involvement of its Chairman Andrea Agnelli in conferences and sector organisations.

Along with its strategy for internationalisation, Juventus is continuing to make a name for itself on a daily basis, in Italy too, engaging with stakeholders.

### RELATIONS WITH ORGANISATIONS

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**THE CLUB’S INVOLVEMENT IN AND PRESENCE ON THE NATIONAL AND INTERNATIONAL STAGE [G4-16]**

Management of a top club is highly complex. The clubs that play in the most important European competitions operate in a global context and have to tackle different issues each season.

Some of the most important of these, which have a considerable impact on the present and future of international football, are relations with FIFA, UEFA, with clubs, EU regulations, the fight against violence, the future of competitions, the transfer system, sustainability of the sporting system and the youth sector and academies.

This is why Juventus knows engagement with all stakeholders is necessary to ensure the best future possible for football and is actively involved with Italian and European organisations.

**Europe**

The Company is an ordinary member of the European Club Association (ECA), an organisation founded in 2008, which represents clubs at a European level. ECA promotes the interests of football clubs in European decision-making processes and encourages the exchange of information, services and knowledge sharing among its members.

Member clubs of ECA meet twice a year during the Annual General Meeting. The AGM elects the Executive Board, the ECA body with highest decision-making powers which remains in office for 3 years.

During the Annual General Meeting (in March 2015), ECA renewed the Memorandum of Understanding (MoU) with UEFA, to reach an unprecedented result for clubs – two members on the UEFA Executive Committee. Until this MoU, clubs had never had direct access to the UEFA Executive Committee.

The new MoU also consolidates the role of the UEFA Club Competitions Committee – which Andrea Agnelli is on – redefining the system for distributing revenues from the UEFA Champions League/UEFA Europa League and increasing fees clubs will receive for future editions of the UEFA European Championships (EURO).

At the same time, ECA reached a new agreement with FIFA to set up the Professional Football Department – comprising FIFA, ECA members and players – and to increase Club fees for the 2018 and 2022 World Cups.

Juventus is involved in European activities with members on ECA and UEFA committees.

In the 2014/2015 season, the Chairman Andrea Agnelli was on the Executive Board and was also Chairman of the Institutional Relations Working Group (IR-WG). Other working groups include Competitions, Finance, Youth and Marketing & Commercial (Francesco Calvo, Chief Revenue Officer was in the latter group).

Juventus is also represented on UEFA, the governing body of European football. Juventus Chairman, Andrea Agnelli, as a member, takes part in meetings of the UEFA Club Competition Committee and the Financial Fair Play (FFP) Panel. One of the tasks of the Committee is to develop competition formats for clubs and produce revenue distribution models. The FFP Panel discusses problems relating to the new UEFA Licensing System introduced in 2011, which has affected the economic and financial management of clubs.

Along with other stakeholders, Juventus has also taken part, at the request of the European Commission, in initiatives to develop the sports industry at a European level.

**Italy**

Andrea Agnelli is a Director of the Serie A Lega and is also on the board of the Fondazione per la Mutualità Generale negli Sport Professionistici a squadre (Foundation for General Assistance for Professional Team Sports).

The Chairman was also in parliament, during the conference held in Rome on 8 July 2014 “The economic impact of sport in Italy – towards consolidated financial statements”, highlighting some of the problems of football in Italy. These include the absence of a Consolidated Law on Sport and the need for greater cooperation among Italian sports’ organisations. The Chairman also underlined the pressing need for Serie A to have new sports’ grounds, the importance of protecting brands and the necessity for new governance in football, on a national level.

Moreover, in the last season (2013/2014), Giuseppe Marotta was Deputy Chairman of the technical sector of FIGC.

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1. In September 2015, ECA appointed the two representatives to sit on the UEFA Executive Committee: Karl Heinz Rummenigge and Andrea Agnelli. The first meeting was held on 17 and 18 September 2015, in Malta
PARTNERING WITH UNESCO

After signing a partnership agreement with the General Director of UNESCO, Irina Bokova, in May 2014, Juventus committed to financing a research project investigating racism and discrimination in professional sport, focusing in particular on football.

The results will be published in an official report before the end of 2015, with the aim of giving governments and other stakeholders an in-depth picture of these topics. The publication will outline problems of racism and discrimination in historical and cultural terms, and then place in them in the context of football. It will also illustrate actual case histories and international best practices, so that specific recommendations may be made. The study was overseen by a group of international researchers led by Professor Albrecht Sonntag, Director of the Centre for European Integration at the ESSCA School of Management and coordinator of Football Research in an Enlarged Europe (FREE).

Besides research, Juventus’ partnership with UNESCO also focused on charity work, and the UNESCO Cup – a football match with proceeds going to finance projects in the Central African Republic and Mali, for reintegration of child soldiers into society, as explained in the section “Young Fans and Integration” on page 52.

“The proceeds from the UNESCO Cup will support two projects promoted by Juventus and UNESCO – to reintegrate child soldiers from Mali and the Central African Republic and to build peace in the two countries,” explained Eric Falt, Assistant Director-General for External Relations and Public Information of UNESCO. “In the Central African Republic we have managed so far to reintegrate 100 children back into society, including 17 girls, with five weeks of educational sessions and classes in literacy skills. In Mali, because of the unstable situation, it is even harder to go ahead with the project and establish the exact number of child soldiers. We estimate some one thousand, and are working with the Government, to map the community.”
THE BUSINESS
OF SPORT
Football has gained more and more importance in the socio-economic context.

According to Deloitte’s annual Football Money League report, total revenues from Europe’s 20 richest clubs amounted to 6.2 billion euros in 2013/2014, going up by 59% in the space of 5 years.

Juventus, one of Europe’s most important clubs, is listed on the stock exchange and counts approximately 700 employees and staff. It develops business ideas and tries to do this responsibly, starting from its governance and economic management strategies, since sustainability in football means first and foremost success in the long-term, even when times are tough. Good company management builds a greater confidence among investors, sponsors, business partners and stakeholders. At the same time, the company can benefit from a flourishing sector.

With more than a century of history, Juventus is a professional football club that has established itself as one of the most representative and popular teams at a national and international level. The overriding mission of the Club is to deliver the greatest satisfaction possible to supporters in terms of sporting success and the thrill of supporting a champion side, building on a winning tradition that has underpinned the Club’s 100-plus years of glory. In pursuing this goal, we believe in following precise rules, which the club has chosen to formalise in a Code of Ethics that informs the conduct of all employees, contractors and consultants in their everyday tasks.

Our fundamental principles include a commitment to promoting a sporting ethic and reconciling the professional and economic dimensions of football with its ethical and social values, while behaving in a way which is in line with our tradition and which demonstrates respect towards our supporters and sports supporters in general.
The “Key Issues” in this Section

Outside business governance
- Confirmation of the sports area team up until 2018
- Opening of an official Juventus channel on LinkedIn
- Increase in staff numbers
- No infringements of the Code of ethics and no cases of corruption reported

Corporate governance, compliance and ethics
- A new Human Resources Director
- Compliance with financial fair play
- Return to profits after 6 years

SOME KEY FIGURES

- 10 Board members
- 2 workplace injuries
- 2 hours of training for each executive and middle manager on Model 231
- 16.22 average hours of training
- Operating income of 19.3 million
- 32 new recruits in the last three years
- Profit of 2.3 million
GOVERNANCE AND PEOPLE

Besides being a football club, Juventus is also a company listed on the Stock Market made up of people who work towards its success every day. It has a complex structure, in some ways different from that of other Clubs.

We asked our stakeholders involved in the engagement initiatives to tell us the essential elements that ensure that a Football Club will achieve business success: a good 77% of them identified having responsible managers lead the club as a priority. Then, another significant fact was that 60% of them consider that human resources are key for Juventus’ success.

KEY ELEMENTS FOR THE SUCCESS OF JUVENTUS IN BUSINESS

Stakeholder engagement 2015 initiatives by Juventus

- 77% Having responsible manager lead the company
- 60.7% Investing in human resources within the company (company welfare, training, benefits…)
- 57.4% Being present at international level
- 24.6% Sharing our challenges with our suppliers

THE CORPORATE GOVERNANCE SYSTEM [G4-34]

Listed on the Stock Exchange since December 2001, Juventus is subject to the fundamental principles of transparency and to compliance with the corporate reporting requirements established by Borsa Italiana and Consob. Juventus has adopted the Code of Conduct for listed companies and national and international best practices, establishing the role of independent board members and drawing up a Code of Ethics, an internal monitoring system and a system of powers with the Board of Directors at its centre.
Juventus is governed by a Board of Directors currently made up of 10 Directors, 3 of who are executive (Agnelli, Marotta, Mazzia) and 7 non-executive, of whom 3 are employees (Nedved, Arrivabene and Vellano) and 4 are independent (Garimberti, Grazioli-Venier, Bongiorno and Venesio).

The Board – appointed by the Shareholders’ Meeting – has all powers for ordinary and extraordinary management of the Company, and may take all measures (including acts of disposal) considered necessary or appropriate to achieve the Company purpose, excepting actions reserved by law for the Shareholders’ Meeting. The Board of Directors appoints an Executive Committee tasked with reviewing the budget, the long-term plan and property transactions, approving strategies related to the transfer campaign, sports contracts and operational managers. The Committee currently comprises Andrea Agnelli (Chairman), Giuseppe Marotta, Aldo Mazzia, Enrico Vellano and Camillo Venesio.
The Board of Directors also appoints two other Committees from its members:

- The **Remuneration and Appointments Committee**, which mainly advises the Board.
- The **Control and Risk Committee** which assists the Board in the definition of guidelines for the internal control system and management of risks and checks effective compliance with the internal procedures to ensure strict and efficient management and to identify, prevent and handle risks, including those of a financial and operating nature.

Additionally, the **Supervisory Body**, appointed by the Board of Directors, monitors the functioning of and conformity to the Compliance Programme, pursuant to Legislative Decree no. 231/01.

Besides appointing the Board of Directors, the Shareholders’ Meeting also elects a Board of Statutory Auditors to ensure compliance with the law and with the deed of incorporation, compliance with the principles of correct management and the suitability of the organisational structure, of the system of internal control and the administrative-accounting system. Statutory auditing of accounts is entrusted to the Independent Auditors, Ernst & Young S.p.a. The Board of Statutory Auditors currently comprises:

![Paolo Picatti](image1)
**Paolo Picatti**
Chairman

![Roberto Longo](image2)
**Roberto Longo**
Statutory Auditor

![Silvia Lirici](image3)
**Silvia Lirici**
Statutory Auditor

The two Deputy Auditors are Roberto Petrignani and Nicoletta Paracchini.

**Juventus’ internal control and risk management system** has been established in compliance with Consob recommendations on internal controls for listed companies, and according to provisions of the Corporate Governance Code for Listed Companies of Borsa Italiana and the latest standards on corporate governance. The system plays a fundamental role in identifying, minimising and managing significant risks of the Company and helps safeguard the investments of shareholders and the assets of the Company.

To define the guidelines of the internal control and risk management system, the Board of Directors appoints a **Control and Risk Committee**, whose duties and activities are outlined in the Corporate Governance Report.

The committee, composed of Independent Directors, is also responsible for checking compliance with internal operating and administrative procedures, and for identifying, avoiding and handling any financial and operating risks.

To define the lines of action to be observed within the company, Juventus has also drawn up a **Code of Ethics** and a **Compliance Programme pursuant to Legislative Decree 231/2001** (Model 231).
THE CODE OF ETHICS AND COMPLIANCE PROGRAMME [G4-56]

Juventus has drawn up a Code of Ethics governing the moral and ethical aspects of dealings with its stakeholders (shareholders, Directors, auditors, professional players, FIGC registered technical personnel, employees, outsourcers including temporary workers, brokers, agents and all entities that manage and control Juventus).

The Code is an integral part of the internal control and risk management system and is based on three key principles:

- Promoting ethics in sport, reconciling the professional and financial dimension of football with its ethical and social value.
- Creating value for shareholders.
- Forging a relationship of trust with stakeholders.

BEATING CORRUPTION - INCIDENTS IDENTIFIED AND ACTION TAKEN

As regards corruption, special attention is paid to dealings between private individuals, with the public administration and judicial and supervisory authorities, to ensure all relations are based on transparency, loyalty and fairness, and that any behaviour that may be equated with corruption, is condemned. To support its strategy, the Company requires its employees and representatives to notify their superiors of any ongoing economic activities with public officials, to report any attempted extortion by public officials, and to provide the utmost cooperation to anyone – public official or Supervisory Body – arriving to conduct inspections and checks on the company’s operations. Additionally, Juventus also expects its customers, suppliers and outsourcers to behave in compliance with the main contents of Code of Ethics.

Juventus has not identified any cases of corruption within the Company in the last three years. Moreover, no legal proceedings in the public domain have been brought against Juventus or its employees and no episodes of termination of supply contracts due to corruption or violation of the Code of Ethics have been reported during the 2014/2015 season.

Juventus requires that cases of violation of the code should be notified to the superior of the person concerned or, if this is not possible, to the Board of Directors, Supervisory Body or Control and Risk Committee. Violations of requirements will result in sanctions, in line with current laws and relevant national employment agreements and are commensurate with the severity of the violation.

LEGISLATIVE DECREE NO. 231

Legislative Decree no. 231 was issued in 2001 to introduce the administrative liability of corporate entities for unlawful acts into the Italian legal system. While previously criminal liability referred only to natural persons, this decree introduced a form of liability for companies and associations, with provision of sanctions of an effectively criminal nature. The company is liable for offences committed by parties operating in the name and on behalf of the company itself as well as those committed by persons subjected to its management or supervision.
As football has become a business, linked to results, it is important to realise that the risk of using unlawful means is very high for all those involved in this sector: from companies to individuals. In line with the best practices of listed companies, Juventus annually assesses company risks (strategic, operational, financial, compliance, and context risks, etc.), involving the Chief Executive Officers and all function managers, coordinated by the Risk Manager.

Legislative Decree no. 231/2001 also requires the drawing up of a risk analysis related in detail to the issue of corruption: in fact, from 2012, the range of offences envisaged was extended with the addition of the offence of corruption between private individuals and it was therefore deemed necessary to identify potential areas of risk that could result in the offence of corruption being committed during the activities of all company functions that have dealings with external entities.
COMPANY ORGANISATION [G4-9; G4-10]

The Company’s top management is led by the Chairman Andrea Agnelli and the two Chief Executive Officers Giuseppe Marotta and Aldo Mazzia, with full management powers assigned by the Board of Directors: the Chairman defines the strategy and the Chief Executive Officers are responsible for overall management of organisational structures.

The Juventus organisation clearly defines the roles and positions with the principle of responsibility at all levels.
Staff comprise some 700 people with employees and freelancers divided into two categories:

- **Professional athletes**: players, team managers, fitness trainers, FIGC registered sports directors and special-category employees, within the scope of Law 91 of 1981 on professional sport.
- **Other personnel**: executives (employed under the Collective Employment Agreement for Executives of companies manufacturing goods and supplying services) office or manual workers (employed under the Employment Code approved on 15 July 2015) or long-term consultants and project workers employed both in the corporate or sporting area.

95% of employees are on an open-ended contract.

Over the past two seasons, the number of non-playing staff increased from 145 to 177, recruited to manage in-sourced activities previously outsourced to partner suppliers (for example, management of stewards) or new activities.

Recruitment was conducted by careful selection procedures, based on principles of meritocracy, transparency and equal opportunities. In this regard, at present 42% of staff are women.
On 20 April 2015, Juventus reached an agreement with LinkedIn to open a channel dedicated to employment issues.

The Juventus LinkedIn page now offers a different visibility to the Club: in fact it is used to describe what Juventus does besides playing football, to engage interest profiles and increase followers as a function of the recruiting and communications requirements.

Thanks to LinkedIn, it will be possible to clearly communicate Juventus’ identity, involve the reference target, strengthen employer branding activities and enhance the brand image.

To date, the page has over 12,000 followers: a reserve of people who are already loyal, in which it will be possible to carry out “recruitment” and “networking” operations.
Juventus considers it important to invest in training and development, and creates consistent professional development programmes: in the past season, 63% of staff was involved in training activities. Its interest in empowering and professional development of human resources is reflected by the fact that around 1/3 of current executives (with the exception of the two Chief Executive Officers) have been trained and promoted from within the company.


With a view to continuously improving the levels of occupational health and safety, the system is carefully audited every six months by the certifying body, which subsequently issues renewals of the certificate.

Through its Occupational Health and Safety Policy, Juventus provides correct information and training for its own staff and the personnel of other companies on health and safety, and guarantees the management, control and monitoring of identified risks by taking suitable preventive and corrective measures. In particular, the Company provides specific training for FIGC registered personnel and other personnel at all organisational levels.
Juventus has achieved steady, economic growth over the last four years. In 2014/2015, revenues amounted to 348.2 million euro, registering a profit after 6 years, thanks above all to the excellent results of the first team.

This growth starts from the 2010/2011 season, when the Company, guided by the newly appointed Chairman Andrea Agnelli, launched a plan for development in the mid-term, with the aim of achieving an economic and financial equilibrium by 2016. The plan included reforming the First Team to return to top-level competition in Italy and Europe, relaunching the youth sector, increasing revenues and carefully monitoring operating costs.

Over the last four years, Juventus has shown that this approach was right, and today its aim is to consolidate financial sustainability in order to guarantee a solid foundation for stable development in time, and minimise dependency on match results.
One of the main challenges faced by European football, according to stakeholders interviewed in engagement activities, is the ability of clubs to be financially sustainable.

**THE MAIN CHALLENGES FACING FOOTBALL TODAY**

Source: Juventus stakeholder engagement in 2015

- **59%** Educating young people to support the club positively
- **57.4%** Being financially sustainable
- **47.5%** Combating racism and territorial discrimination
- **42.6%** Offering our players as healthy role models for young people
- **37.7%** Guaranteeing safety
- **37.7%** Fair play
- **27.9%** Looking after supporters/customers
- **16.4%** Beating corruption

**FINANCIAL FAIR PLAY AND NEW MEASURES**

Over the last few years, regulations on financial fair play have become operative. Since 2011, these UFEA regulations aim to limit the deficit of football clubs, encouraging “virtuous” spending and a balanced management. Under financial fair play regulations, only football clubs that can demonstrate they have no outstanding debts and post break-even results may take part in UEFA competitions. Consequently, each club must prove it has covered all operating costs with its own revenues, with the exception of some “virtuous” costs, i.e. for the construction of a home stadium and/or sports centre, for management of the youth sector or for social investments at a general level and/or for the local community.

The initial period when financial fair play was implemented led to an 80% reduction in late payments and a 900 million euro decrease in total debts of European clubs.

On 30 June 2015, at its Prague meeting, UEFA’s Executive Committee approved some amendments to UEFA licensing regulations for clubs and on financial fair play that will be effective from the 2015/2016 financial year.

The updated version of the regulations, which are the result of two years of consultations with parties involved, have not changed general objectives. The new aspects can be summed up as follows:

- Problems faced by clubs due to sudden financial crises or structural gaps on their reference market are considered.
- The maximum threshold of 30 million for the “three-year break-even” has been maintained.
- A voluntary agreement is possible for clubs that think they can grow economically in the mid-term, through a major investment plan, presenting an economic plan to uefa that shows their ability to return to a profit within four football seasons.
- Criteria for outstanding debt positions have been consolidated and a new definition of parties involved has been established, to en

1. Source: www.uefa.org
• courage responsible investors and all entities involved to promote the positive and strong development of football in europe.
• To encourage the promotion of programmes aimed at young players and the development of women’s football, the non-entry of relative costs in financial statements has been agreed on.

ECONOMIC PERFORMANCE [G4-7]

Participation in national and international competitions and the organisation of matches is the Company’s core business. Its main sources of income are economic exploitation of sports events, the Juventus brand and the First Team image; the most significant of these include licensing of television and media rights, sponsorship, selling of advertising space and licensing and merchandising.

Revenues for the year refer to:
• Television and radio rights and media revenues: this item went up by 43.7 million euros compared to the 2013/2014 season, due to the allocation of Championship audio-visual rights and the fact that the team reached the final of the UEFA Champions League.
• Sponsorships and advertising: which registered a decrease of 6.5 million euros compared to the previous season, due to fewer bonuses from sponsors (-5.5 million euros) and lower revenues from royalties (-0.9 million euros) as well as other minor changes (-0.1 million euros).
• Matches: revenues from matches went up by 10.4 million euros compared to the previous year, mainly due to higher revenues from cup finals (+5.8 million euros), fees and revenues from friendly matches (+1.5 million euros), and ticket sales for the UEFA Champions League (+1.8 million euros) the Italian Cup (+0.7 million euros) and Championship matches (+0.4 million euros); these increases were only partially offset by lower revenues from additional match services (-0.3 million euros).
• Other revenues: these mainly include revenues from the Juventus Museum, and “Membership” and “Stadium Tour” initiatives, revenues from own TV productions of matches, revenues from non-sporting activities held at the Juventus Stadium, as well as insurance payouts and sales revenues distributed by the Lega Nazionale Professionisti Serie A.
• Management of players’ registration rights: this item went down by 12.9 million euros compared to the previous year, mainly due to lower capital gains from permanent disposals of players’ registration rights (-14.8 million euros), net of higher revenues from the temporary disposal of footballers (+1.8 million euros) and other minor changes (+0.1 million euros).
Profit for the 2014/2015 financial year amounted to 2.3 million euros, with a positive change of 9 million euros, due to a 10.3% increase in revenues, offset by a 7% increase in costs.

The improvement in financial performance is even more evident in terms of operating income, with an increase of 10.5 million euros compared to the past season.

Although the 2014/2015 season recorded a profit after tax, it is important to note the ongoing negative impact of IRAP (regional production tax, equal to 8 million euros), which significantly affects businesses with high personnel costs (non-deductible for tax purposes), giving rise to taxation that is not actually related to overall financial performance.

### Financial Highlights

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<tr>
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<td>UEFA Champions League</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Revenues</td>
<td>348.2</td>
<td>315.8</td>
<td>283.8</td>
<td>213.8</td>
<td>172.1</td>
</tr>
<tr>
<td>Operating costs</td>
<td>(263.9)</td>
<td>(246.6)</td>
<td>(227.1)</td>
<td>(206.3)</td>
<td>(196.3)</td>
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<tr>
<td>Amortisation, write-downs and provisions</td>
<td>(66.8)</td>
<td>(60.3)</td>
<td>(60.5)</td>
<td>(48.7)</td>
<td>(60.6)</td>
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<tr>
<td>Operating income</td>
<td>19.3</td>
<td>8.9</td>
<td>(3.8)</td>
<td>(41.2)</td>
<td>(92.2)</td>
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<tr>
<td>Income before taxes</td>
<td>10.8</td>
<td>0.1</td>
<td>(10.9)</td>
<td>(45.9)</td>
<td>(93.8)</td>
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<td>Net income/(loss)</td>
<td>2.3</td>
<td>(6.7)</td>
<td>(15.9)</td>
<td>(48.7)</td>
<td>(95.4)</td>
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<td>Players’ registration rights</td>
<td>114.2</td>
<td>119.9</td>
<td>119.2</td>
<td>118.1</td>
<td>71.4</td>
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<tr>
<td>Shareholders’ equity</td>
<td>44.6</td>
<td>42.6</td>
<td>48.6</td>
<td>64.6</td>
<td>(5.0)</td>
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<tr>
<td>Net financial position</td>
<td>(188.9)</td>
<td>(206.0)</td>
<td>(160.3)</td>
<td>(127.7)</td>
<td>(121.2)</td>
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</table>

### Economic Value Generated and Distributed

<table>
<thead>
<tr>
<th>Component</th>
<th>Comment</th>
<th>Value 2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directly generated economic value</td>
<td>Net sales plus revenues from financial investments and sale of assets. The value indicated does not include excise duties</td>
<td>348.2</td>
</tr>
<tr>
<td>Distributed economic value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td>Payments to suppliers, non-strategic investments, royalties and payment subsidies</td>
<td>63.4</td>
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<tr>
<td>Employee salaries and benefits</td>
<td>Monetary costs for employees</td>
<td>198.4</td>
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<tr>
<td>Remuneration of capital suppliers</td>
<td>All payments to capital suppliers</td>
<td>8.5</td>
</tr>
<tr>
<td>Payments to the public administration</td>
<td>Gross taxes. The figure includes excise duties</td>
<td>9.8</td>
</tr>
<tr>
<td>Investments in the community</td>
<td>Voluntary contributions and investments in the community (donations and projects for the community)</td>
<td>0.3</td>
</tr>
<tr>
<td>Economic value retained</td>
<td></td>
<td>67.8</td>
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</table>
During the first phase of the Transfer Campaign in the 2015/2016 financial year, Juventus earmarked significant resources to ensure an adequate technical and generational turnover of the First Team’s bench and keep talented players on staff. As a consequence, the operating result, currently still expected to be a loss, will be influenced by increases in costs relating to sports management and the changes, also with respect to future revenues, that will derive from the sporting results actually achieved in Italy and Europe.

The Company’s goal is to **consolidate the substantial equilibrium of operating profit achieved** in the previous year.

**JUVENTUS AND NEW SPONSORSHIP AGREEMENTS**

As from 1 July 2015, thanks to an agreement with Adidas, the new technical sponsor, and renewal of the agreement with Jeep®, the Club can review its jersey sponsorships with values that are far higher than current figures and are more in line with Clubs that have a global standing. Besides these two agreements, a recent alliance was forged on the Mexican market with the “Tecate” brand of the Heineken Group, as the first regional sponsor of the Club, thanks to a new international approach.

**Juventus and Fiat Chrysler Automobiles**

After 3 years, Juventus and Fiat Chrysler Automobiles have renewed their partnership, with the Jeep® brand as the official sponsor on the Juventus jersey up until 2021. This agreement is based on an annual fee of 17 euros (18 million if the Club takes part in the UEFA Champions League), and starts at the beginning of the 2015-2016 football season. In addition, the deal will see the supply of Fiat Group vehicles for promotional purposes and variable bonuses based on the sporting results achieved by Juventus in national and international competitions.

**Juventus e adidas**

Adidas will be the Juventus technical sponsor from the 2015/2016 season until 2021, for total fees of 139.5 million euros during the years when the agreement is in effect, excluding the supply of technical material and variable bonuses.

**Juventus and Cervezas Cuauhtémoc Moctezuma - Heineken México**

The partnership with the Mexican brand Tecate, announced by Juventus in May 2015, consolidates Juventus’ strategy of joining forces locally with the most important brands on leading markets, such as Mexico: in fact, the country has over 22 million Juventus supporters. Tecate will therefore be the new Juventus Official Regional Beer in Mexico.
Juventus, listed on the Italian Stock Exchange since December 2001, is held 63.8% by EXOR SpA, the Agnelli family’s investment company (also listed on the stock exchange). Five percent of the remaining capital is held by the Lindsell Train Ltd fund and 31.2% by minority shareholders (free float).
**GRI G4 CONTENT INDEX**

This table indicates the correspondence between standard reporting required by the new Global Reporting Initiative guidelines (GRI G4) and the contents of this report.

The information in this report has not been audited by an independent organisation, as explained in the Note on Methodology.

### GENERAL STANDARD DISCLOSURES

<table>
<thead>
<tr>
<th>GRI GUIDELINES</th>
<th>REFERENCES TO PAGE OR DIRECT REPLY</th>
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</thead>
<tbody>
<tr>
<td><strong>STRATEGY AND ANALYSIS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>G4-1</strong> Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability</td>
<td>page 5</td>
</tr>
<tr>
<td><strong>ORGANISATIONAL PROFILE</strong></td>
<td></td>
</tr>
<tr>
<td><strong>G4-3</strong> Report the name of the organization</td>
<td>Juventus Football Club SpA</td>
</tr>
<tr>
<td><strong>G4-4</strong> Report the primary brands, products, and services</td>
<td>page 93</td>
</tr>
<tr>
<td><strong>G4-5</strong> Report the location of the organization’s headquarters</td>
<td>C.so Galileo Ferraris, 32 10128 Torino</td>
</tr>
<tr>
<td><strong>G4-6</strong> Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report</td>
<td>Italy</td>
</tr>
<tr>
<td><strong>G4-7</strong> Report the nature of ownership and legal form</td>
<td>page 106</td>
</tr>
<tr>
<td>GRI GUIDELINES</td>
<td>REFERENCES TO PAGE OR DIRECT REPLY</td>
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<tr>
<td>G4-8</td>
<td>Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)</td>
</tr>
<tr>
<td>G4-9</td>
<td>Report the scale of the organization</td>
</tr>
<tr>
<td>G4-10</td>
<td>Report the total number of employees by employment contract and gender; the total number of permanent employees by employment type and gender; the total workforce by employees and supervised workers and by gender; the total workforce by region and gender. Report whether a substantial portion of the organization’s work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers. Report any significant variations in employment numbers</td>
</tr>
<tr>
<td>G4-13</td>
<td>Report any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain</td>
</tr>
<tr>
<td>G4-14</td>
<td>Report whether and how the precautionary approach or principle is addressed by the organization</td>
</tr>
<tr>
<td>G4-15</td>
<td>List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorse</td>
</tr>
</tbody>
</table>
| G4-16          | List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:  
- Holds a position on the governance body  
- Participates in projects or committees  
- Provides substantive funding beyond routine membership dues  
- Views membership as strategic | page 90 |
<p>| IDENTIFICATION OF RELEVANT ASPECTS AND THEIR BOUNDARIES | |
| G4-17          | List all entities included in the organization’s consolidated financial statements or equivalent documents. Report whether any entity included in the organization’s consolidated financial statements or equivalent documents is not covered by the report | page 14 |
| G4-18          | Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content | page 11 |</p>
<table>
<thead>
<tr>
<th>GRI GUIDELINES</th>
<th>REFERENCES TO PAGE OR DIRECT REPLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-19</td>
<td>List all the material Aspects identified in the process for defining report content</td>
</tr>
<tr>
<td>G4-20</td>
<td>For each material Aspect, report the Aspect Boundary within the organization</td>
</tr>
<tr>
<td>G4-21</td>
<td>For each material Aspect, report the Aspect Boundary outside the organization</td>
</tr>
<tr>
<td>G4-22</td>
<td>Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements</td>
</tr>
<tr>
<td>G4-23</td>
<td>Report significant changes from previous reporting periods in the Scope and Aspect Boundaries</td>
</tr>
</tbody>
</table>

**STAKEHOLDER ENGAGEMENT**

| G4-24          | Provide a list of stakeholder groups engaged by the organization | page 10 |
| G4-25          | Report the basis for identification and selection of stakeholders with whom to engage | page 10 |
| G4-26          | Report the organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process | page 10 |
| G4-27          | Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns | page 14 |

**REPORT PROFILE**

<p>| G4-28          | Reporting period (such as fiscal or calendar year) for information provided | Note on Methodology |
| G4-29          | Date of most recent previous report (if any) | 2013/2014 |
| G4-30          | Reporting cycle (such as annual, biennial) | Annual |</p>
<table>
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<th>GRI GUIDELINES</th>
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<tr>
<td>G4-31</td>
<td>Provide the contact point for questions regarding the report or its contents</td>
</tr>
<tr>
<td>G4-32</td>
<td>Report the ‘in accordance’ option the organization has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured.</td>
</tr>
<tr>
<td>G4-33</td>
<td>Report the organization’s policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organization and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization’s sustainability report.</td>
</tr>
</tbody>
</table>

**GOVERNANCE**

| G4-34                   | Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts. | pages 95-97 |

**ETHICS AND INTEGRITY**

<p>| G4-56                   | Describe the organization’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics. | page 98 |</p>
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<thead>
<tr>
<th>MATERIAL ASPECTS</th>
<th>INDICATORS</th>
<th>PAGE REFERENCE</th>
<th>OMISSIONS</th>
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<td>Financial Sustainability</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td></td>
<td>EC 1</td>
<td>page 107</td>
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<td></td>
<td>Direct economic value generated and distributed</td>
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<tr>
<td>Supporters’ health and safety</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td></td>
<td>EO 7</td>
<td>pages 31-33</td>
<td></td>
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<tr>
<td></td>
<td>Number and type of injuries, fatalities and notifiable incidents for attendees and other relevant stakeholders</td>
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<tr>
<td>Corporate governance, compliance and ethics</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td></td>
<td>LA 6</td>
<td>page 103</td>
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<tr>
<td></td>
<td>Type of injury and rates of injury, occupational diseases, lost days and absenteeism, total number of work related fatalities by region and by gender</td>
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<td></td>
<td>LA 9</td>
<td>page 103</td>
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<tr>
<td></td>
<td>Average hours of training per year per employee, by gender and by employee category</td>
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<td>Education and growth of our young players</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td>Education of young supporters</td>
<td>DMA</td>
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<td></td>
<td>EO 11</td>
<td>pages 55-57</td>
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<td></td>
<td>Number, type and impact of sustainability initiatives designed to raise awareness, share knowledge and impact behaviour change and result achieved</td>
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<td>Fight against racism and regional discrimination</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td>PAGE REFERENCE</td>
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<td>Total number of incidents of discrimination and corrective actions taken</td>
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<td>Relations with supporters</td>
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<td>pages 16-17</td>
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<td>EO 6</td>
<td>Type and impacts of initiatives to create an accessible environment</td>
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<td>Behaviour of First Team players</td>
<td>DMA</td>
<td>pages 16-17</td>
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<td>Health of our players</td>
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<tr>
<td>Community and local area</td>
<td>EC 7</td>
<td>Development and impact of infrastructure investments and services supported</td>
<td>page 85</td>
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<td>EN 3</td>
<td>Energy consumption within the organization</td>
<td>page 84</td>
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<td>EN 8</td>
<td>Total water withdrawal by source</td>
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