

REPORT ONE



TOWARDS SUSTAINABILITY IN FOOTBALL

MATERIALITY MATTERS



Global
Reporting
Initiative™

AT THE TIME OF PUBLICATION THE
G4-17 TO G4-27 DISCLOSURES WERE
CORRECTLY LOCATED IN THIS G4
CONTENT INDEX AND FINAL REPORT.



NOTE ON METHOD

This report has been prepared in accordance with the fourth generation (G4) of sustainability reporting guidelines as developed by the Global Reporting Initiative (GRI), in accordance with the “Core” disclosure option; at the end of the report, a content index lists the Standard Disclosures provided. In addition, the section on “Stakeholders and the Sustainability Context” 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 GRI’s “Event Organizers Sector Disclosures 2014” document.

The information disclosed in this report refers to the financial year ending on 30 June 2014 and to the 2013/2014 football season; as such, the scope of reporting is the same as for the Annual Financial Report at 30 June 2014.

The report also provides data for the two previous financial years/football seasons in order to provide comparisons. Environmental data for the year 2011 cannot be compared to data for subsequent years as the Juventus Stadium only became operational from 8 September 2011.

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 2014
- Code of Ethics
- Corporate Governance Annual Report 2013/2014
- Remuneration Report 2013/2014
- 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 subject to assurance.

For questions or comments concerning this report please contact Claudio Albanese, Communications & External Relations Director, at claudio.albanese@juventus.com.

REPORT ONE



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RESPONSIBILITY IN FOOTBALL

Introduction by Chairman Andrea Agnelli

Football is a show, a game, a form of entertainment and also a major business. These elements combine to make the social impact of our industry one of the most significant. In recent years, many observers and analysts have had their say on how to shake up the sector and improve football from a range of perspectives. At Juventus, we believe that everyone's opinion should be heard and that the various points of view of those connected to football in any capacity deserve attention and can offer useful insight. Above all, it is the Juventus way to try and understand ourselves from the inside, with a view to continuing to improve all aspects of the Club.

This is precisely the goal of the report presented in these pages. It represents a formal pledge to establish, maintain and enhance dialogue with all of Juventus' stakeholders – from investors and the media to suppliers, institutions, the non-profit sector, club supporters and sponsors.

Very few international football clubs have chosen to embrace such an undertaking, due to the fact that it demands great commitment at every level of the company.

For the purposes of reporting on sustainability, we have decided to adhere to the standards set by the Global Reporting Initiative in its G4 guidelines. This guidance has been developed for sustainability reporting in various industrial sectors, which can make it difficult to apply to football. But we firmly believe that Juventus, as a joint-stock company listed on the Italian stock exchange, can and should rise to meet international best practice. For us, the objective of this first sustainability report is to provide a clear and transparent picture of the most critical issues that our club is called upon to face and which are of greatest interest to our stakeholders. Indeed, the priorities for the



report were identified by engaging key stakeholders.

This report, therefore, focuses on a number of key economic, social and environmental issues:

- Anti-doping
- Stadium safety
- Youth development
- Combatting racism and intolerance
- Fair play on the pitch
- Financial sustainability
- Anti-corruption
- Corporate governance and ethics
- Fan behaviour
- Environmental impact of the stadium

These are issues that are often discussed in the public arena and to which we believe we can provide some initial responses, within the realms of what is possible for a single club.

Fino alla fine...

Chairman, Juventus Football Club

JUVENTUS FOOTBALL CLUB

THE JUVENTUS MISSION

With more than a century of history, Juventus is a professional football club which is listed on the stock exchange and is one of the **most famous and revered teams** both in Italy and internationally.

The club's underlying purpose is to provide supporters with the **highest level of enjoyment possible** by continuing a winning tradition that has been established during a glorious history spanning over 100 years. This aim is pursued by following a series of precise rules which are outlined in the Club's *Code of Ethics* and followed by all employees and consultants.

Our fundamental principles include a commitment to **promoting ethics in sport and reconciling the professional and economic dimensions of football** in view of its ethical and social impact, while behaving in a way that is in line with our tradition and demonstrates respect towards our supporters and sports fans in general.

Another aspect of the Juventus mission is to **create value for shareholders** by developing the Club brand, ensuring that the technical excellence of the team is upheld and identifying and implementing new ways of diversifying our business.

Finally, Juventus is committed to establishing and building relations founded on trust with all its stakeholders, or in other words, with all individuals, groups or institutions whose contribution we require in order to achieve the Club's business and sporting goals.

The company's core business centres on the Club's participation in national and international competitions and the organisation of matches. Its main sources of revenue come from marketing sporting events, along with the Juventus brand and the image of the First Team; this primarily involves television and media licensing rights, securing sponsorship and selling advertising space.





OUR PROUDEST ACHIEVEMENTS...



...AND HOW WE GOT THERE



FIRST SUSTAINABILITY REPORT: HIGHLIGHTS

PREPARED IN ACCORDANCE WITH NEW INTERNATIONAL GUIDELINES FROM THE GLOBAL REPORTING INITIATIVE (GRI)

At the end 2013 and in early 2014, Juventus organised a number of specific initiatives to engage with and listen to stakeholders, in order to identify the club's sustainability context, understand the points of view of internal and external stakeholders and set priorities.



THE 10 KEY ISSUES

FOR ANALYSTS, INVESTORS, SUPPLIERS, INSTITUTIONS, MEDIA, SPONSORS, NON-PROFIT SECTOR AND SUPPORTERS

1 Health and anti-doping

- Juventus has a quality management system in place for its medical sector
- Juventus invests in targeted training initiatives to raise awareness of health-related issues in young players

2 Stadium safety

- Juventus invests time and money on stewarding, an activity that is recognised by law in Italy by the National Observatory on Sports Events as being crucial to assuring stadium safety
- Every year an emergency drill is organised at the Juventus Stadium

3 Youth development

- Juventus runs a private school that enables Youth Sector players to reconcile their sporting commitments with the need to complete their schooling
- Youth Sector players are trained by 4 technical teams, with a combined staff of 60 people

4 No to racism

- On 29 May 2014, the Club chairman, Andrea Agnelli, and the Director-General of UNESCO, Irina Bokova, signed a partnership agreement to work together to stamp out discrimination in football
- The projects "Un calcio al razzismo" (Kick Out Racism) and "Gioca con me" (Play with Me) are designed to encourage racial integration among young people through sport

5 Fair play on the pitch

- The Club chooses to follow specific rules of conduct, drawn from the Sports Code of Justice and the Juventus *Code of Ethics*, in all dealings relating to sport
- Every year Juventus holds the Juventus National Academy Cup, an event that brings together Juventus-affiliated soccer schools with a view to conveying what fair play means to these groups

6 Financial sustainability

- In May 2014, UEFA announced that Juventus was fully compliant with its financial fair play rules
- 91 years: the longest ownership record in the world of top-level professional sport

7 Anti-corruption

- Juventus draws on a *Code of Ethics*, an Organisation, Management and Control Model, pursuant to Legislative Decree 231/2001, and a Procedure for Transactions with related Parties, in order to determine the rules governing conduct within the Club and company.
- Training to raise awareness of corruption is provided whenever the Organisation, Management and Control Model is updated. Over



Juventus works continuously with its sponsors (Nike, Jeep, bwin. Party, Samsung, Veneto Banca, Hanwha, Balocco, Trussardi), national and international institutions (UEFA, FIGC, UNESCO, The UNESCO Centre of Turin, The City of Turin), non-profit organisations (Fondazione Piemontese per la Ricerca sul Cancro, Fondazione Crescere Insieme al Sant'Anna) and numerous suppliers.

the last three years, a total of 9 hours of training has been provided to senior and middle managers, board members and employees.

8 Club values and organisation

- Juventus was one of the first Italian football clubs to adopt a *Code of Ethics* governing the moral and ethical aspects of dealings with stakeholders.
- A total of 95% of employees are hired on permanent employment contracts and 43% of staff are women.

9 Supporters

- Juventus promotes fair play and responsible behaviour both on and off the pitch. It does not fund the establishment or continuation of organised or unorganised supporter associations.
- In Italy, Juventus is the club with the greatest number of supporters and only a tiny minority of our fans are ever involved in law and order issues.

10 Environment

- The Juventus Stadium was built with a view to maximising opportunities for recycling, minimising waste and assuring environmental and financial sustainability through the optimisation of available resources.
- In the years to come, 260,000 m² of land will be rehabilitated as part of the Continassa Project, to house Juventus club headquarters and the new training centre for the First Team.

STAKEHOLDERS AND OUR SUSTAINABILITY CONTEXT

Juventus has sought to respond to the perceptions and expectations of all Club stakeholders in its approach to sustainability reporting, as recommended by the Global Reporting Initiative (GRI) in its most recent G4 Guidelines. The structure and content of this report, therefore, directly reflect the analysis of the sustainability context in which Juventus operates and the open and ongoing dialogue the Club maintains with its stakeholders.

[G4-18] In order to ensure that the report satisfies the GRI principles of materiality, stakeholder inclusiveness, sustainability context and completeness, reporting has followed a **five-step process** over the course of more than a year of work. The steps involved:

- Identification of stakeholders;
- Analysis of the sustainability context in football and in the business of sport generally, pinpointing the key social and environmental aspects of relevant importance to Juventus;
- Internal interviews and workshops involving senior management and all the main departments of the company;
- Survey of external perceptions through interviews with all stakeholder groups;
- Materiality analysis with a view to placing the different sustainability topics in order of priority.

These five steps led to the preparation of a **“Report Zero”**, which was used internally to assess the **accuracy** and **completeness** of the information provided through a review by senior Club management and all the company officials involved in the reporting process. The outcome was this first sustainability report.

1 IDENTIFICATION OF STAKEHOLDERS

[G4-25] Stakeholders were identified initially according to the list in the Juventus *Code of Ethics*. This list was then divided up to distinguish between internal and external stakeholders, sorting these on the basis of the power they have within the Club and vice-versa, and the nature of their influence (financial, reputational or both). To do this, Juventus asked itself the following questions:

- Can the parties in question influence the Club? Where does that influence come from?
- How do these parties affect Club strategies?

- Does the Club have an influence over its stakeholders?
- How do football clubs deal with and engage their stakeholders?
- In international football, do clubs have a similar or different approach to dealing with stakeholders?

Once the material topics were identified, an analysis of the company's main sustainability impacts – and in particular **where** this impact is felt and upon **whom** – proved useful in fine-tuning the stakeholder groups identified.

[G4-24] Juventus has identified its stakeholders as follows (listed in alphabetical order):



ENGAGEMENT INITIATIVES

[G4-26] Juventus has regular dealings with all its stakeholders in the course of its ordinary activities.

These dealings very often touch on matters of a social or environmental nature, but before the preparation of this report, stakeholders had never been expressly or systematically engaged on sustainability issues.



“

In preparing this first sustainability report, the club developed a dedicated approach designed to address sustainability issues in a systematic manner.

”





ENGAGEMENT INITIATIVES [G4-26]

Stakeholders	Examples of engagement initiatives
Shareholders and providers of capital	Shareholders' meetings and regular one-to-one meetings.
DOC clubs and their members	<p>Club Days reserved for DOC clubs from around the world, attended by Club managers (last event held in February 2014).</p> <p>Websites and newsletters for Club members.</p> <p>DOC Club Coordination Centre activities.</p>
Sports institutions (European Club Association, FIFA, FIGC, Lega Calcio, UEFA)	<p>Active participation in the FIGC and Lega Calcio.</p> <p>Representation in the European Club Association (Andrea Agnelli is an Executive Board member, chairman of the Institutional Relations workgroup and one of Italy's two representatives).</p>
Media	<p>National and international press office activities, with press releases also published on the Club website.</p> <p>Media Days in Vinovo for journalists and media outlet representatives from individual European nations.</p>
Non-profit organisations	Participation in various events (e.g. cancer awareness initiatives promoted under the "Non fare autogol" project by the Associazione Italiana Oncologia Medica, supported by Giorgio Chiellini).
Juventus Soccer School participants and their families	National Academy Cup (an event open to all Juventus-affiliated soccer schools in Italy).
Government and law enforcement agencies	Relations with the "Giovanni Agnelli" Juventus Club, a parliamentary club for senators and MPs who are Juventus supporters.
Sponsors and business partners	Annual J12 dinner with partners and Partner Days to review planning and business matters jointly.
Supporters, season pass holders and members	<p>Daily engagement through social media (14 million fans on Facebook, 1.42 million followers on Twitter and 300,000 subscribers to YouTube channel).</p> <p>Direct communications on social media sites between supporters and team members (e.g., Antonio Conte on Twitter, Facebook, Google+ and YouTube had a total of 12 million impressions).</p> <p>6,000 proposals submitted via Facebook to choose the motto to be printed on the 2014/2015 players' jersey ("Fino alla fine").</p> <p>J/TV (including a direct feed to First Team players) and video chats reserved for premium members.</p>

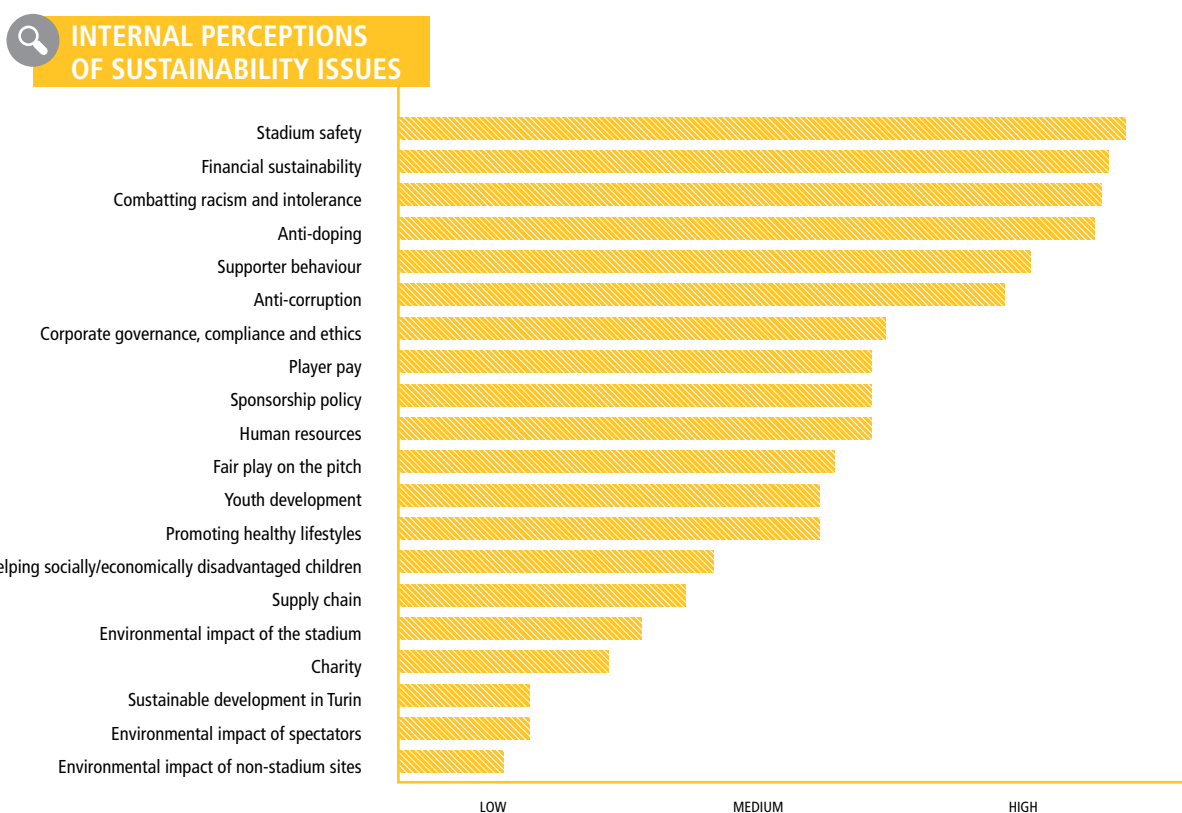
2 ANALYSIS OF CONTEXT TO IDENTIFY KEY SUSTAINABILITY TOPICS

In order to better understand sustainability in the context of football and sport in general on an international level, an evaluation was conducted on how various clubs and organisations address this issue, and the priority it is given. The outcome produced a preliminary list of 20 aspects relevant to Juventus with regard to sustainability, which also proved useful when carrying out internal interviews and workshops.

In assessing the findings, some issues were grouped together so as to limit the number of aspects to a maximum of 20 and thereby facilitate internal and external interviewing. The aspects identified by this work have very little overlap with those taken into consideration by GRI Guidelines, due to the fact that football is a rather unique business sector.

3 INTERNAL INTERVIEWS AND WORKSHOPS

Two workshops were held involving all directors, senior management and other company officials (with approximately 20 Juventus participants per session) in an effort to analyse relevant sustainability issues and identify possible approaches to sustainability for Juventus. These events also involved an in-depth discussion with Djurgården IF of Stockholm, one of the few football clubs worldwide to have published a sustainability report in accordance with GRI criteria. Interviews were conducted with key company officials to gauge the Club's approach to the 20 aspects of sustainability identified, and the importance attributed to these, and to gather information on existing projects as well as evaluating relations with external stakeholders. A total of 14 interviews were conducted in person and a further 11 interviews were conducted in written form.



4 ANALYSIS OF EXTERNAL PERCEPTIONS

In order to understand the opinions of Juventus' stakeholders with regard to a structured approach to sustainability, interviews were held with key stakeholder groups. In all, 26 interviews were conducted with qualified representatives from the following stakeholder groups, in Italy and abroad:

- Analysts/investors
- Suppliers
- Institutions
- Media
- Sponsors
- Non-profit sector
- Supporters

[G4-27] The decision to organize the report according to priorities and expectations of stakeholders has allowed the findings drawn from external interviews to be included in each section of the report (box "The point of view of external stakeholders") along with the steps Juventus takes to meet these expectations.

5 DEFINING A MATERIALITY MATRIX

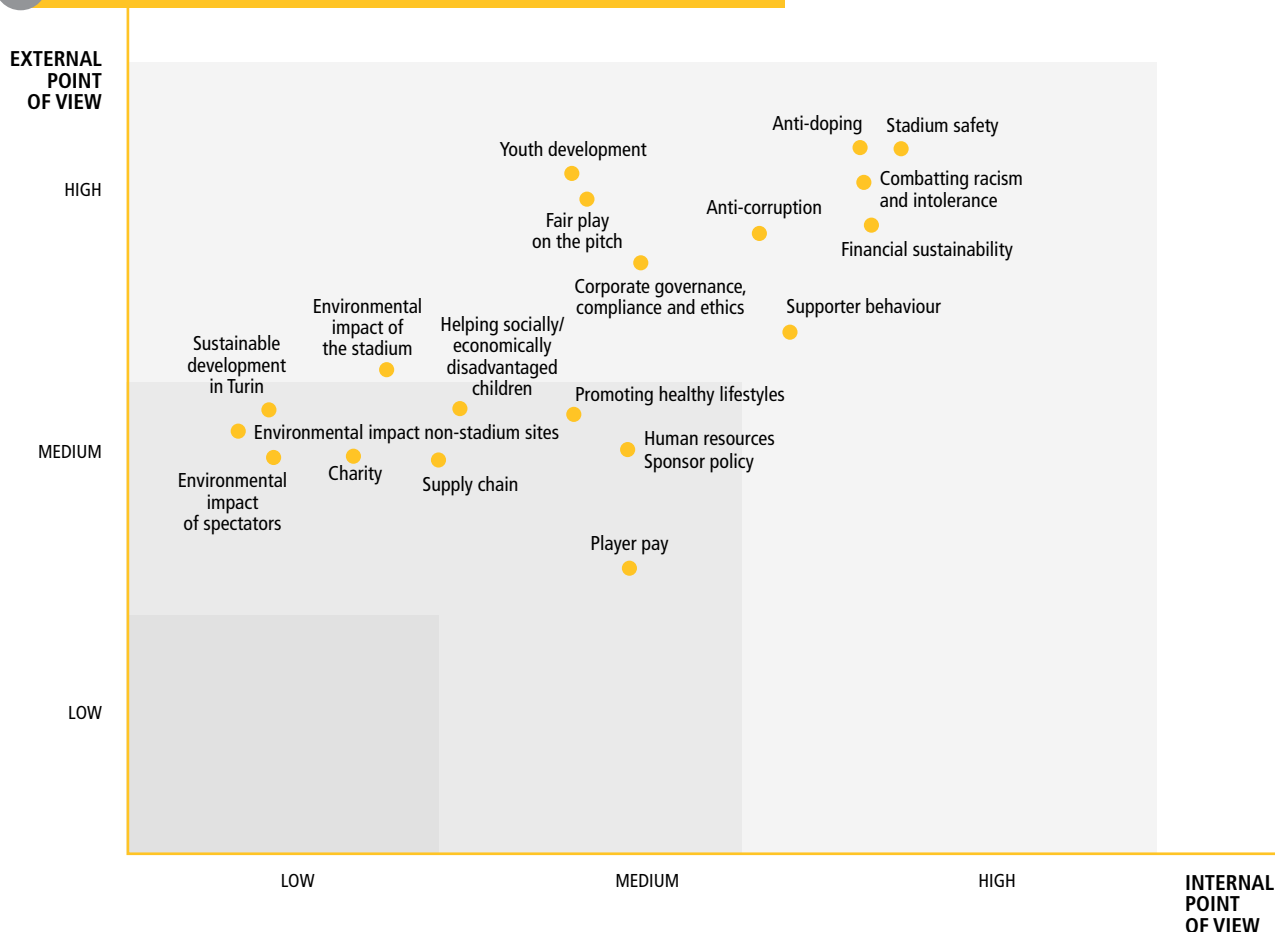
Each of the 26 external representatives and 14 company officials interviewed were asked to assess the importance of the 20 aspects identified in the preliminary list. This process revealed all the topics under consideration to be of material relevance to the club.

[G4-19] For the purpose of preparing a first report, a decision was taken to focus on the 10 most important issues for the external stakeholders, in an effort to provide a complete and exhaustive picture of each. A chapter has been dedicated to each of these aspects in the report, while the remaining 10 issues are addressed briefly throughout.

The 10 aspects addressed in detail by this report are:

- Anti-doping
- Stadium safety
- Youth development
- Combatting racism and intolerance
- Fair play on the pitch
- Financial sustainability
- Anti-corruption
- Corporate governance, compliance and ethics
- Supporter behaviour
- Environmental impact of the stadium

MATRIX OF SUSTAINABILITY ISSUES FOR JUVENTUS (2014)



For each of the key issues, an analysis was carried out as to whether our impact falls inside or outside the Club.

[G4-17 e G4-20] In the first case, since Juventus does not have subsidiaries or associates, no distinction can be made between different locations or activities. Nevertheless, it did emerge that some aspects specifically concern

the Juventus Stadium, such as safety, supporter behaviour and the environmental impact of the stadium.

[G4-21] In the second case, where the areas of impact are external to the club, numerous stakeholders can be affected by Juventus' operations.

[G4-21] The way Juventus interacts with other parties is described in the introduction to each section of this report and is summarised in the following table.

WHERE JUVENTUS' IMPACT IS FELT AND BY WHOM

Topic	Internal impact	External impact	Reporting limitations
Anti-doping	Yes	The main impact is felt within the Club, although football institutions and the game of football itself may also be affected	Not applicable
Stadium safety	Yes	Yes – institutions (police, Red Cross, fire brigade) suppliers' employees and supporters	Reporting does not cover suppliers
No to racism and intolerance	Yes (at the stadium)	Yes – Stewards, young people, supporters, media	–
Youth development	Yes	Yes – Young people and families	–
Fair play on the pitch	Yes	Yes – Supporters and young people	–
Financial sustainability	Yes	The main impact is felt within the Club, although UEFA and competitor clubs may also be affected	–
Anti-corruption	Yes	Yes – Other football clubs, government agencies, judicial/supervisory authorities, supporters, suppliers, agents/managers	Reporting does not cover suppliers and other clubs
Corporate governance, compliance and ethics	Yes	No	Not applicable
Supporter behaviour	Yes (at the stadium), also due to "objective liability" rule	Yes – Supporters, media, the community (young people, Turin locals, families, etc.), sports institutions, suppliers' employees, law enforcement bodies	–
Environmental impact of the stadium	Yes	Yes – Suppliers, local community, supporters, sponsors, the City of Turin	The environmental impact of suppliers is not reported

Finally, the materiality analysis revealed a number of other issues that could prove to be relevant, in addition to the 20 key issues already identified. The Club will examine these issues in greater depth to prepare a more exhaustive list of aspects for presentation to stakeholders in future materiality analyses.

Below is an example of some of the additional issues that need to be addressed:

- Providing better support to **young people** who do not go on to become professional players when they leave the Youth Sector programme.
- Investing more in the **local area** by improving, for example, the way supporters are managed before and after matches and during transfers to and from the stadium.

- Investing more in relations with **small investors**, involving them in initiatives (also because they are often Juventus supporters).
- Assessing whether to obtain environmental and social **certifications**.
- Investing more in care and loyalty initiatives targeted at **customers/supporters**.
- Creating a stadium that is more **family-friendly**.

In preparing this first sustainability report, the Club developed a specific 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.





JUVENTUS AND SUSTAINABILITY IN TEN KEY POINTS

ORBETELLO
PRESENTE

HEALTH IN FOOTBALL AND ANTI-DOPING



WHAT PROMOTING A CULTURE OF HEALTH MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

Juventus and its stakeholders consider health (the right nutrition, taking care of our bodies and minds), and above all anti-doping, to be priority issues.

Healthy food choices can prevent episodes of ill-health which can in turn have a negative impact on a player's performance; likewise substance abuse can harm a player, the club he plays for and more generally, the football industry as a whole.

This is why Juventus works to improve awareness among future athletes, promoting a culture of health among staff and players alike. The Club is committed to anti-doping and takes an official position of "zero tolerance on doping".¹

Employees, supervised workers, footballers and other FIGC-registered personnel as well as Juventus directors must strictly observe anti-doping regulations in order to safeguard the physical and mental health of players and guarantee fairness in sporting competitions. Juventus is deeply committed to abstaining from any conduct that may alter the course or the result of such competitions.

With an effective national and international testing system in place in the football industry, the consumption of banned substances, along with certain methods of taking these substances, is lower than some other sports, as indicated

in the Ministry of Health's 2011 Doping/Anti-doping Reporting System.² However, the consequences that could arise if such substances were taken (even involuntarily or accidentally) would have a considerable impact on the Club and on professional football in general.

Inappropriate behaviour on the part of a player would have negative repercussions for the Club. At an economic level, clubs can be forced to bear the cost of any fines and, at a sporting level, such behaviour can have an impact on the team's performance due to suspensions, and can harm the Club's image and reputation.

The latter inevitably affects the football system in general, with the risk that the game could become associated with "unhealthy" activities. This is certainly one of the key reasons why the anti-doping system in football is so well structured and organised, at both national and European level.

Health and anti-doping are therefore fundamental to the success of the Club and its players, and are also important for stakeholders outside the company, including:

- National and European sporting authorities and organisations (FIGC, CONI, UEFA)
- Families of players in the youth sector
- Rival teams and the entire Italian football "system".

THE JUVENTUS APPROACH

The level of commitment displayed by Juventus with regard to health issues is reflected in its high-quality medical system and the initiatives aimed at improving health awareness among young athletes and their families, as well as the ever-advancing specialist training provided to technical staff.

In terms of anti-doping specifically, Juventus does not take an active part in testing but is required to act in line with national and European regulations and to improve awareness among its players.

(1) *Code of Ethics*, paragraph 17.7

(2) Document published on 23 May 2012 with figures on the testing activities of the Ministry of Health Watchdog for Anti-doping and Health Protection in Sport (CVD) – www.salute.gov.it

ANTI-DOPING

As a National Anti-Doping Organisation (NADO), the Italian National Olympic Committee (CONI) is the national organisation with the highest level of authority and responsibility for implementing and adopting the anti-doping programme established by the World Anti-Doping Agency (WADA) and is also in charge of planning and organising testing, managing test results and engaging in debate.³

The Anti-Doping Sports Regulations – adopted by CONI – and the attached rules are the only sports regulations on anti-doping in Italy and include conditions that must be observed when practising a sporting activity.

In Italy, 1 or 2 urine tests are carried out after each match in the championship and a dozen anti-doping blood tests are performed during

each football season. After each test, a copy of the test report is given to the player in a sealed envelope to keep for 40 days and the report is filed by the Juventus company doctor and kept for the entire 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, the Union of European Football Associations (UEFA) is on the front line in anti-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. UEFA takes an active role in prevention and is involved in research, training and increasing awareness, particularly among young people.



TESTING CARRIED OUT ON JUVENTUS PLAYERS BY TESTING ORGANISATIONS

	2011/2012	Positive test results	2012/2013	Positive test results	2013/2014	Positive test results
Italia	approx. 90	0	approx. 90	0	approx. 90	0
UEFA	approx. 15	0	approx. 15	0	approx. 15	0

Juventus takes steps to safeguard against doping among its FIGC-registered staff on a personal level and during national competi-

tions, with information sessions at the start of each season and daily monitoring of the intake of medicines/supplements during training.



THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

From the Club's point of view, the anti-doping system in football works well and is structured and effective. Juventus players undergo numerous tests by the anti-doping authorities at each match and occasionally during "non-competition" periods, and also by UEFA, which performs fewer tests but involving a larger number of players. Juventus complies with regulatory requirements, ensuring that the drug testing bodies are notified of the time and venue of training sessions, so that they may locate players to carry out tests without giving prior notice.

External opinion on this issue is far more critical, mainly due to proceedings that have involved the company in the past and continue to have a negative impact on how the Italian football system, and by extension Juventus, are perceived. The Club's attention to this issue is absolute: any episode of substance abuse could have a major impact on Juventus' reputation, at national and international level.

(3) "Anti-Doping Sports Regulations. Technical document on the implementation of the World Anti-Doping Code and relative international standards", CONI National Board of 11 June 2013

MEDICAL TESTS

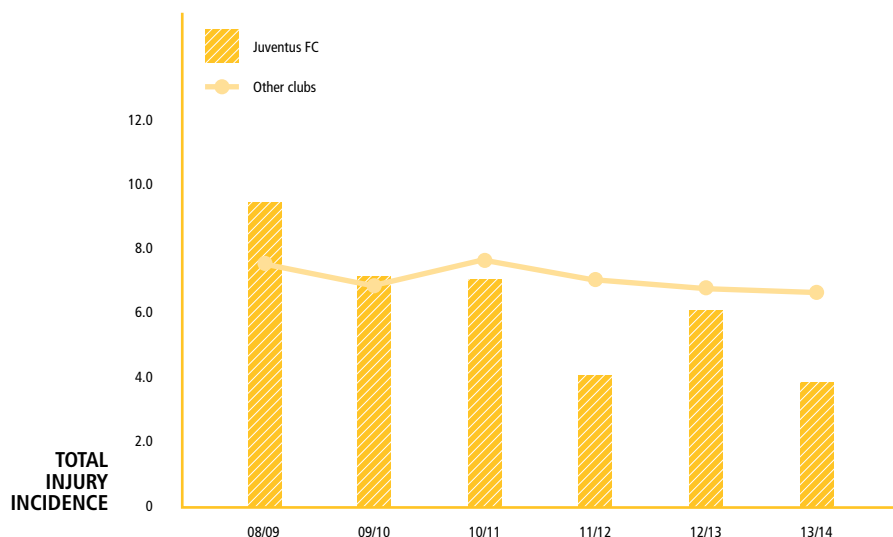
At the start of the season, each professional player has a medical check-up that includes clinical tests, blood and urine tests, spirometry, body measurements, cardio Tmax and an echo-cardiogram. Every six months, a further medical check-up is performed, along with blood and urine tests. Body measurements are also taken and a basal ECG is recorded.

If a new player joins the Club, Juventus asks for their 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 company doctor prepares medical notes for each player joining a Juventus team, whether the First Team or the Youth Sector. If players are injured, Juventus carries out routine

tests and provides psychological support for young players in the youth sector, with training programmes aimed at athletes and trainers alike, and meetings with parents.

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 13 years, which gives participants a general overview of the number of injuries that are sustained, and makes Juventus' monitoring process more comprehensive and effective. According to UEFA statistics, Juventus has managed to considerably reduce injuries during both training and matches over the last three years compared to prior seasons and average UEFA figures.



A decrease in injuries can depend on several factors.

In Juventus' case, it was due to the younger age of its players and the innovative training methodologies used.



MEDICAL SECTOR QUALITY CERTIFICATION

Juventus aims to deliver maximum satisfaction both to players and to the technical sector and in order to achieve this the Club has established a Medical Sector Quality Management System, which has been certified to ISO 9001:2008 by an independent organisation (on 21 November 2011). The next certification is scheduled for November 2014. With regard to this Quality Man-

agement System certification, the Medical Sector refers to "General Regulations for the Certification of Management Systems" as created by the certification body TUV Italia, 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.



The Quality Management System takes a process-based approach, which is focused on identifying the relationship between the activities carried out by the organisation and key factors for customer satisfaction. Juventus has therefore opted for a quality system for the Medical Sector that can determine and meet the needs of First Team and Youth Sector players.

Under the system, all medical staff are responsible for safeguarding the health of the players assigned to them and for continually improving the services they provide. The Medical Sector therefore:

- Identifies measurable, concrete objectives on a regular basis
- Focuses on prevention
- Actively involves all staff concerned
- Streamlines processes
- Guarantees suitable training for medical staff
- Improves awareness and the team spirit of all staff

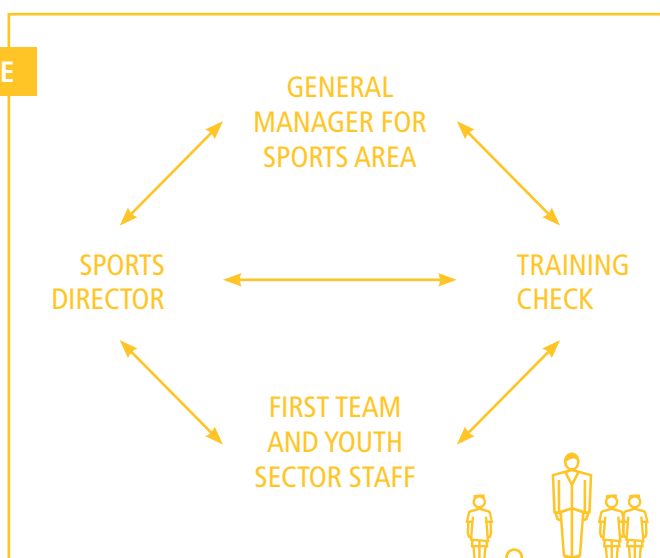
The Quality Policy is periodically reviewed to assess the ongoing relevance of its objectives (it was last revised in September 2014).

A SHARED TRAINING APPROACH: THE JUVENTUS TRAINING CHECK UNIT

In most clubs, strategies to optimise player performance are overseen by the team's technical staff.



THE STRUCTURE



Today, many teams are reversing this trend, assisting their technical staff in creating a dedicated unit **to optimise performance**: this means that long-lasting working methods can be established (regardless of any changes in technical staff).

After a change in management four years ago, Juventus decided to set up a unit to monitor the training methodologies 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.



WHO THE TRAINING CHECK UNIT WORKS WITH



The main aim of the Juventus Technical Check Unit is to **combine technical and medical issues**, based on the analysis of data collected at an individual and team level. Besides obtaining objective data on players' conditions, the Unit also assists technical staff in creating personalised training methodologies and systemically analysing training session output.

Juventus uses a proprietary **centralised IT system** to track players, entering and storing a considerable amount of information on each person: from training diaries to test results, specific exercises, medical check-ups, training monitoring data and details of health conditions.

The Unit also oversees **training for the technical staff** who work with young players on a daily basis to provide them with a background which will help them as they continue to work within the company.

TRAINING ACTIVITIES

- 2** training meetings with the youth sector teams and parents
- 1** meeting with the Primavera
- 1** meeting with the First Team
- 4** training hours for all technical staff assigned to the youth sector and First Team ("Technical Training Project")

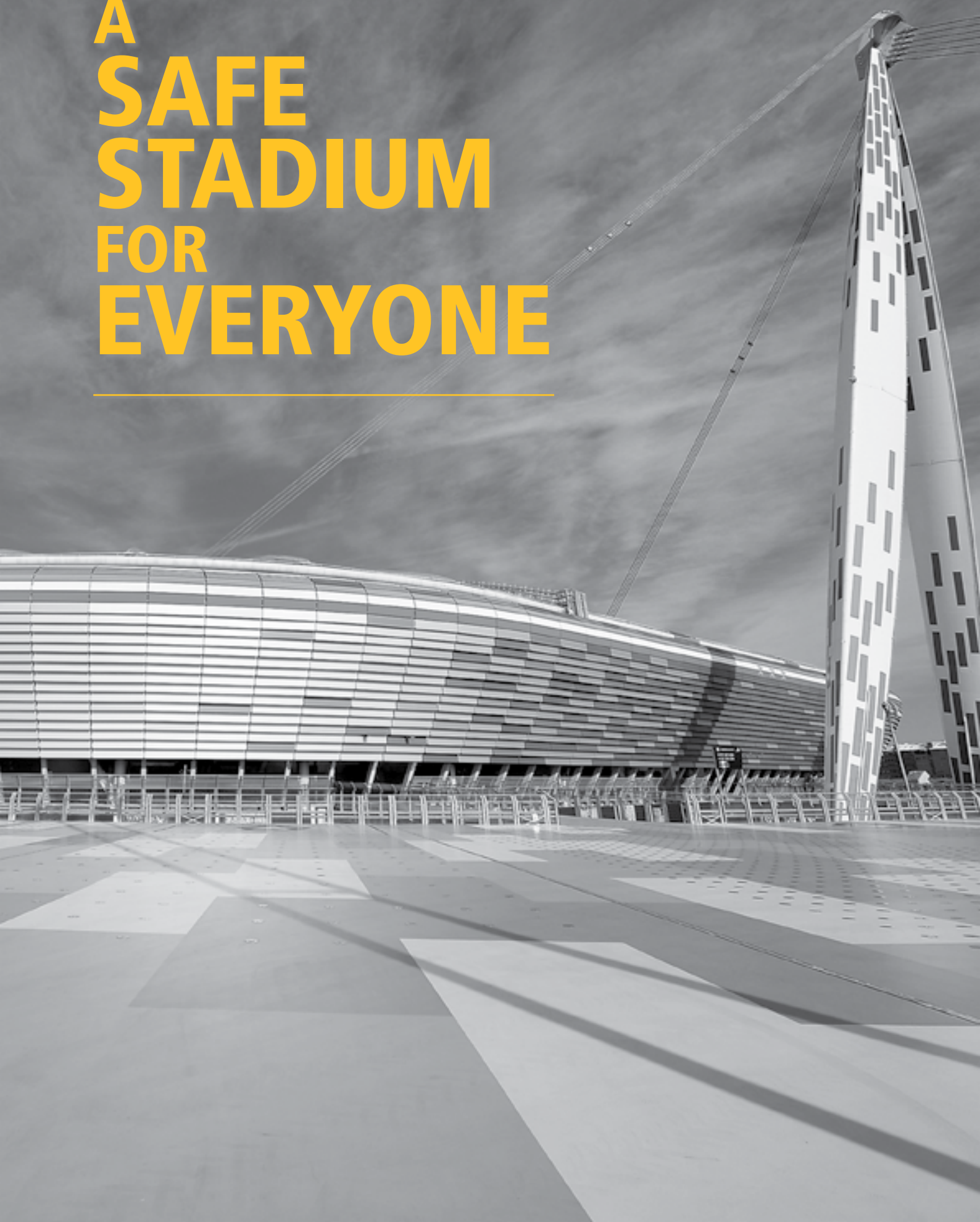


To improve young people's awareness of health issues, Juventus organises dedicated educational sessions for young players, youth sector technical staff and parents.

Issues addressed include:

- The importance of a healthy diet and lifestyle for athletes
- Involuntary doping and side effects
- Traumatology and first aid

A SAFE STADIUM FOR EVERYONE



WHAT INVESTING IN SAFETY MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

The Italian legislative system is increasingly focussed on safety in stadiums. In general, this means greater safety for everyone, year after year, but increasingly higher costs for football clubs. Despite this possible economic impact, it is extremely important for football clubs to be able to invest in safety, so that any impact resulting from an incident can be managed and contained.

This is a commitment shared with other stakeholders such as the police force, the Ministry of the Interior, Parliament, UEFA, FIGC and the Italian Football League.

Safety is at the heart of the “beautiful game” that Juventus wants its supporters to enjoy: without it, no match could be effectively played or supported. Juventus must invest in safety to ensure its players can concentrate on their game, and in order to protect supporters, the teams it plays against, and Juventus Stadium staff and stewards, whose role as monitors is at times complex.

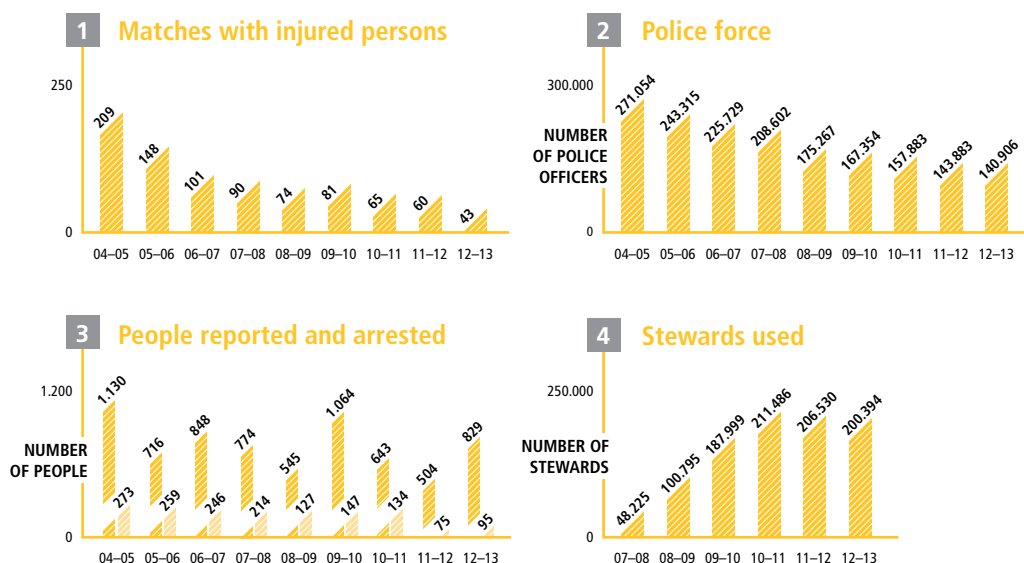
The kind of impact an incident at the stadium would have varies according to the severity of the event: they are directly proportional. The likelihood of a serious incident occurring at the Juventus stadium is low; but if an incident did occur, the impact it would have on the Club and its stakeholders would be considerable and certainly negative.

The Club's reputation could be affected: an incident could generate a negative image of the Juventus Stadium. This could also lead to lower revenues for the Club, as some supporters may lose confidence, and sponsors could choose to stop associating their brand with the company.

Juventus aims to ensure safety at the stadium for all, including families, women and children who want to visit the Club's grounds.

Besides harming Juventus' image, an incident due to poor safety could also cause a loss of interest in football in the long run, with a negative impact on the football system as a whole. This is why Juventus believes that investing in safety is fundamental.

ITALY AND SAFETY IN FOOTBALL*



* Source: 2014 Football Report, AREI and PWC, based on Ministry of Interior figures

THE JUVENTUS APPROACH

Juventus has adopted a range of different strategies for dealing with safety issues. In addition to the legal obligations already in place, the Club has developed numerous regulations of its own as well as organising theoretical and practical training courses, investing in state-of-the-art technologies, using more resources (stewards) than required by current regulations and reserving some stadium areas specifically for families and children.

The Club's aim is to prevent any type of risk for supporters, stewards and stadium staff and to guarantee entertainment within optimal safety conditions.

THE STADIUM AND SAFETY MANAGEMENT

The stadium has a CCTV system both inside and outside, with 86 fixed and dome cameras at present. Negotiations are underway to supplement the current **surveillance system** with new-generation cameras that can film an entire stand for the duration of the match, for the 2014/15 football season.

“
In addition
to steward
surveillance
throughout
the match,
checks are carried
out before
and afterwards.”

”

Personal data is processed in compliance with laws and the data supervisor is also responsible for operating the CCTV system. The name of this person is kept on record by the Operational Safety Unit (GOS).

Electrical back-up systems have been set up to mitigate the risk of a blackout. All Club-owned sites have **fire prevention and emergency systems**, in compliance with current regulations, and are fully **insured**.

Safety and security management inside the stadium and during matches is overseen by **stewards**, as stipulated by the Ministerial Decree of 8/8/2007. From the 2014/15 season onwards, Juventus will be independently managing stewarding instead of outsourcing this service, and an admin department has been set up to plan stewarding activities and convene stewards for events and pitch activities on match days. 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), as approved by the Operational Safety Unit (GOS).

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 medium risk matches, the ratio of stewards to spectators is 1 to 75, while current regulations specify a ratio of 1 to 250.

The Juventus Stadium is large and the Club wants to provide an adequate stewarding service for the public, and therefore uses more stewards than legally required.

In addition to ongoing surveillance by stewards throughout each match, the Stadium Operations Department also carries out checks **before and after** the match, including:

- Safety checks before kick-off
- Checking turnstile access and access entitlement
- Checking members of the public during pre-screening outside the stadium (visual checks or pat-downs)
- Interacting with the organisation providing medical services
- Safety checks following the match

If stewards find hazardous material, they contact the **police** present at the pre-screening, leaving them to decide on the action that should be taken.

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.



A CHANGE IN STEWARD MANAGEMENT

In June 2014, Juventus held a number of meetings for stewards to explain the change in management in effect from the 2014/2015 season onwards, which will see the Club becoming directly responsible for coordinating stewards rather than outsourcing this role to an external agency. Each meeting was attended by a maximum of 100 stewards, who were given the opportunity to find out more about the company, the management changes, the reasons for these and the expectations of the Club.

It is extremely important for stewards to know the Juventus Stadium inside out and to be able to combine communication and emergency management skills. During the meetings, the stewards were given a handbook so that all those working at the Juventus Stadium are equipped with the information and tools necessary to perform their roles and duties in a professional manner.

The handbook outlines the general and specific duties of stewards, and explains what to do during the evacuation of the stadium in an emergency. It also contains information on equip-

ment, the medical services provided at the stadium, emergency numbers, regulations on using facilities, a list of all main positions relating to safety, stadium maps (indicating external roads/paths, access, parking, stands, sectors, escape routes, exits for emergency vehicles), some symbol keys (championship and UEFA pass area, hospitality bracelets) and contact details of the stewarding admin department.

The Club considers it essential to provide specialised training for stewards in light of these management changes, in order to guarantee an effective, professional service during all matches. At present, training for stewards is generic to all stadiums and so a lack of knowledge of a specific stadium could have a negative impact on the success of an event. For this reason, Juventus is working on a structured and widely recognised training programme.



INTERNAL REGULATIONS AND SAFETY REQUIREMENTS

Based on current regulations, Juventus must submit a number of documents at the start of the season to the Prefecture of Turin, regarding stadium safety.

These documents contain:

- The names of stewards used at the stadium
- An updated Safety Maintenance Plan (Ministerial Decree of 18/3/1996)
- The names of persons appointed as: Safety Officer (as required by the Ministerial Decree of 18/3/1996 and subsequent amendments), Deputy Safety Officer and Stadium Manager, in his/her capacity as Event Organiser

The Stadium Manager and Safety Officer belong to the Operational Safety Unit (GOS) which is coordinated by the Police Headquarters, and which also counts as members Juventus, the Police Headquarters, the Medical Services Officer, the Fire Brigade and the local Police of Turin and of Venaria. As of next season, the Supporters Liaison Officer (SLO) will also take part in GOS meetings.

The GOS is responsible for assessing emergency situations and the danger index for these is based on several factors, such as the match risk profile and type of public in a stand.

Like all Juventus sites, the stadium is certified to the occupational health and safety standard OHSAS 1800:2007.

Juventus has 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 by the maintenance plan for crisis/emergency management
- An *evacuation plan*, contained in the contingency plan



ITALIAN SAFETY REGULATIONS

The main Italian regulations on safety at stadiums are:

- Ministerial Decree of 18 March 1996, on the construction and operation of sports facilities, as amended by the Ministerial Decree of 6 June 2005;
- Ministerial Decree of 8 August 2007, on the organisation and service of stewards at sports facilities, as amended;

In addition, stewarding guidelines have been produced by the National Agency for Sports Events and guidelines for specific activities in the local area have been produced by the Police Headquarters and Prefecture of Turin.

Stewarding, an activity regulated by the laws drawn up by the National Agency for Sports Events, is a cornerstone of safety at stadiums. The policy to give the police force a lower profile at sports facilities at an international level has shifted responsibility from the police to the event organiser, and this is why the professional capacities of the Safety Officer planning and managing the sporting event must be recognised.

In any case, the Operational Safety Unit (GOS) and police are responsible for coordination and control, in cases where management of the event becomes critical. The police are tasked with establishing the event risk profile, overseeing activities outside the stadium, and ensuring that checks are performed correctly with regard to stewards.



ACCIDENT PREVENTION INSIDE AND OUTSIDE THE STADIUM

Juventus observes regulations on prevention and protection from hazards and accidents, and strives to prevent and minimise risks and to avoid unsafe situations inside the stadium.

Juventus' health and safety policy clearly states that it fosters a **culture of prevention** and goals for safety and prevention are outlined in this document, including staff training as well as customer and supplier awareness and engagement, with a view to preventing major emergencies and ensuring adequate responses if these do occur.

Training is undoubtedly one of the most effective ways to prevent many risks: teaching people how to behave and act in certain situations makes managing an emergency easier. Juventus organises a large number of safety training initiatives, including its training project for managing health issues at the stadium in the event of a major emergency, targeting a select number of stewards.

The club also launched an important training initiative in June 2013 in conjunction with the consultancy For-Max, **simulating an emergency** at the Juventus Stadium to test out the Contingency Plan for medical emergencies. For several hours, the stadium was transformed into an open-air theatre with more than 500 people, who were given equipment normally used during matches, simulating an all-out emergency. Those taking part included stewards, the Italian Red Cross (which provides ambulance/first aid services in Italy), people pretending to be injured and incapacitated, others in the throes of panic trying to find the escape route and specialist staff intervening. The chief aim of the simulation was to train staff to deal with any type of emergency and improve their ability to tackle a major medical incident.

This extremely useful initiative had already been tested out in 2010 at Turin's Olympic Stadium, and is repeated each year, to rectify any issues that have arisen during previous simulations.

Stewards are also educated by the Club in placating fans in the stands next to the Away Supporters area who display provocative behaviour: the role of the stewards is not to keep away supporters under control, but to contain any antisocial conduct by Juventus fans.

Alongside training, it is equally important to look beyond the scope of the emergency avoidance process, to the prevention of inappropriate behaviour in other people, such as supporters. Strict, uncompromising checks are therefore necessary, with rigid **access controls**, 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).

“

An important training initiative – the emergency simulation at the Juventus Stadium in June 2013 to test out the Contingency Plan.

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THE SAFE STADIUM PROJECT

The contingency management project was started in 2010 and was further boosted by the inauguration of Juventus' own stadium.

The Contingency Plan, which involves the police force, stewards, medical services and the fire brigade, aims to achieve a quicker system response, with assistance for and treatment of victims, optimising medical treatment capacity and promoting integration with national medical services.

The plan includes training and control activities, such as:

- The Stadium Steward Emergency (STEM) course
- Two Italian Red Cross training courses
- Simulation inside the stadium



MEDICAL ASSISTANCE

Season	Episodes of collapse/fainting	Injuries	Persons hospitalised
2011/2012	758	85	21
2012/2013	802	74	24
2013/2014	832	140	18
Total	2,392	299	63
% of total spectators (3 million)	0.0797	0.0100	0.0021

A SAFER STADIUM FOR EVERYONE, WITH ACCESS FOR FAMILIES AND THE DISABLED

Stadium access for the disabled is important for Juventus and for this reason the Club took steps to ensure this group of supporters was adequately catered for when designing the new stadium, providing: disabled parking, a ticket accreditation system, regulation ramps, reserved seats at the top of the North and South tier-one stands, in the away supporters area and a small number reserved in the west stand, assistance from volunteers and a dedicated team of stewards.

To help disabled supporters who require full-time assistance to access the stadium, Juventus has a booking service and these supporters can enter free of charge, with an accompanying adult. In this case, the accreditation request must be submitted online using the service on the official Club site.

For persons with a partial disability, ticket reductions are available (50%) for the following sectors: East Central area, tier 1 and 2, East side area tier 1 and 2, North Stand tier 1 and 2, South Stand tier 1 and 2.

To guarantee safety and easy access, specific places are reserved for disabled persons moving around in a wheelchair inside the stadium. A total of 3,351 disabled persons attended 27 matches during the 2013/2014 season.

Juventus has a Family Stand area, with ticket reductions of around 50% for women and under-18s and the Club offers a range of dedicated services, including a crèche, where children aged 3 to 6 can be left with crèche staff for the entire match.

! THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

Juventus' commitment on this issue is admirable: it has adopted the most stringent safety standards, simulated an evacuation and uses a large number of stewards at each match. At the Club's new, no-barrier stadium, most supporters declare that they feel at home.

However, it is important to note that the absence of barriers can pose a problem in some areas of the stadium, such as the North stand, where access for families is considered too dangerous due to sharp objects being thrown during matches (particularly with the Napoli, Torino and Fiorentina teams). A stronger police presence is needed in this area – even if this only becomes a legal requirement if there is a real risk to public safety – as stewards are not able to intervene. Safety is a key consideration for supporters with children and families when deciding whether or not to visit the stadium, and these are the very groups that the Club should be focussing on.

Juventus is acutely aware of this issue, and complies with laws as well as working in partnership with the police, but nonetheless, the Club could engage further with supporters and improve awareness of safety issues.



FOOTBALL TOMORROW: FUTURE GENERATIONS



WHAT INVESTING IN FUTURE GENERATIONS MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

Ensuring sporting excellence means nurturing talented young players from their earliest years playing the game and developing the Club spirit in them, along with a sense of belonging to the team. Just like other major football clubs, Juventus works closely with a vast number of young people and bears a certain responsibility for their growth during key formative years.

With the opening of the Juventus College in 2012, the Club has chosen to take on the more concrete commitment of being responsible for the schooling of its players. Juventus, therefore, has in its charge many young people not just during training hours but also throughout the day and, for those who board at the college, in the evening and at night. Hence for some youngsters the Club is their main role model, setting an example for them to follow.

Supporting young players is thus a major responsibility, which Juventus views as a reputational, sporting and ethical investment. The opportunity to combine school and football as offered by the Club has the triple goal of training players for the First Team, educating youth players for their entry into the working world and, finally, helping young adults to learn respect for themselves and for others, both on and off the football pitch.

In Italy, professional football is made up of 102 sides, whereas in other countries that figure

drops drastically to just 40–60. Such a large number of professional footballers can send a misleading signal to children. Through its commitment to education, Juventus seeks to create more realistic expectations in youngsters to avoid fuelling false hopes and generating problematic situations.

Few young players make it into the Juventus Youth Sector and manage to become professional footballers. This is why Juventus offers its youngsters the chance to keep up their education, so as not to fall behind in their regular schooling and have to repeat years due to absences, and without skipping training due to a continuous back-and-forth between the classroom and the pitch. It is precisely due to the unpredictable nature of sporting careers that the Club seeks to ensure that schooling is continued alongside the demands of professional football training.

It is important to stress the great responsibility that Juventus bears:

- Towards the children who attend the Juventus College and spend so many hours per week in the care of the Club;
- Towards a community (youngsters and families) that may see the world of football as a potential “goldmine”;
- Towards the young people who do not see their footballing dream come true, who can still complete their schooling without falling behind their peers.



THE POINT OF VIEW OF EXTERNAL STAKEHOLDERS

Sport and the care dedicated by football clubs to kids are considered very important issues for the upbringing of young people, especially in Italy today. Clubs therefore carry a great responsibility for changing Italian football for the better, by starting with the example they set and the values they impart to children.

In this context, Juventus is considered a club that can lead by example. Numerous initiatives carrying the Club's name are run for young people, including the Juventus Soccer Schools – summer camps run in Italy and abroad focused on having fun – and the Juventus College, which offers a formal educational curriculum reconciling study and sport. This attachment to the local area has helped forge ever-closer ties between the Club and the greater Turin region, encouraging youngster to take up sport while expanding the future supporter base.



In order to reinforce the attention the Club focuses on this issue, it is obviously important for Juventus to raise awareness in First Team players and encourage them to set an example of what

it means to be “true sportsmen”. Footballers are role models that young people look up to; as such they are responsible for representing Juventus and its values both on and off the pitch.

THE JUVENTUS APPROACH

Juventus’ priorities are to win, to foster strong, fair players and to put on a “good show” of football. This is another reason why Juventus invests in the coaching and ethical training of young players: to train a player properly means making him better, both as a sportsman and as a person. This is borne out by the fact that our strongest sides have been those featuring the footballers that have played the longest for Juventus. As many as three of the players in the 2013/2014 championship team have been wearing the black-and-white jersey since they were 10 years old (Sebastian Giovinco, Paolo De Ceglie and Claudio Marchisio).

THE YOUTH SECTOR

Our Youth Sector is made up of 16¹ teams in all, with players ranging from 8 to 18 years of age. Until the age of 13, Club policy is to let all children who pass the Juventus selec-

tion trials play, given how difficult it is to understand the real abilities of each player, which can only be discovered on the pitch. Once the youngsters turn 14, if they are still with the Club, they are asked to sign a contract with Juventus that ties them to the Club until the age of 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 are trained by four technical teams with a combined staff of 60 people, including coaches, goalkeeping coaches, sports trainers and a team of sports psychologists led by a professor from the University of Turin. 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.



LIST OF YOUTH SECTOR TEAMS

	Age	No. of players	No. of registered players enrolled at the JC	Support staff
Primavera	Under 19s/18s	29	18	1 coach; 1 assistant coach; 1 goalkeeping coach; 1 sports trainer; 4 medical staff; 1 team assistant
Allievi nazionali A e B	Under 17s/16s	26	27	1 coach; 1 assistant coach; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 1 team assistant
Allievi nazionali I e II Div.	Under 16s/15s	24	22	1 coach; 1 assistant coach; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 1 team assistant
Giovanissimi nazionali	Under 14s	30	27	1 coach; 1 assistant coach; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 1 team assistant
Giovanissimi B	Under 13s	38	3	1 coach; 1 assistant coach; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 4 team assistants
Esordienti 2001	Under 12s	46	0	2 coaches; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 3 team assistants
Esordienti 2002	Under 11s	49	0	3 coaches; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 5 team assistants

(1) There are a total of 16 teams, but since there are 19 youth tournaments, additional youth sides are formed so that all young people have a chance to play.

	Age	No. of players	No. of registered players enrolled at the JC	Support staff
Pulcini 2003	Under 10s	44	0	3 coaches; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 6 team assistants
Pulcini 2004	Under 9s	34	0	3 coaches; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 5 team assistants
Pulcini 2005	Under 8s	29	0	3 coaches; 1 goalkeeping coach; 1 sports trainer; 2 medical staff; 5 team assistants

TRANSMITTING VALUES TO YOUNG PEOPLE THROUGH 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.

Setting a good example is the most immediate way of teaching young people to show mutual respect. Mindful of this, Juventus chooses to promote the positive values of sport among children. It does so by requiring that all employees, supervised workers, players and everyone involved in Youth Sector football observe the principles, duties and general restrictions set out in the *Code of Ethics*, which is very clear on the specific principles applicable to the Youth Sector, and by demanding that all dealings with youngsters are handled impeccably from a moral point of view. No form of abuse, whether physical or psychological, is tolerated.

Teaching young people values involves models that focus on ethical and human principles in general, and on fair play in sport in particular. Over the last six football seasons, 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 as sportsmen and as humans. Sport is an opportunity to improve one's abilities and learn behaviours that are useful both on the pitch and in everyday life.

In addition to initiatives targeted at young players, Juventus also offers courses for teachers, families and sports staff to help them learn how to interact and deal with youth players in the best possible way.

TRAINING COURSES

	2008/2009 football season	2009/2010 football season	2010/2011 football season	2011/2012 football season	2012/2013 football season	2013/2014 football season
Topic	Fair play	Crescere in bianconero (Growing with Juventus)	Sportivi si cresce (Growing into a sportsman)	Gioco di squadra (A team game)	Di fronte alle sfide (Facing challenges)	Lo sport ci insegna a superare i conflitti (How sport teaches us to overcome conflict)
Players	350	370	327	314	354	240 (**)
Encounters	38	48	71	64*	26	32

* Number of sessions with children, excluding those with team assistants (4), families (2) and sports staff.

** Refers only to children born between 2000 and 2005.

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 syllabuses in Italy.²

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 kids aiming for a career in professional football. The initiative was awarded the ECA Best Achievement Award in the Youth Development category by the European Club Association at its General Assembly for 2013; the award was received by the Club Chairman, Andrea Agnelli.

The Juventus College is open only to registered Juventus Youth Sector players. The number of pupils enrolled for the 2013/2014 academic year totalled 97 – 32 first-year students, 27 second-year students, 25 third-year students and 13 fourth-year students.

To assist youth players in their academic and sporting commitments, five bus lines were introduced help them get home and a school canteen was set up. Once training facilities for the First Team are transferred nearby the stadium (Continassa Project), the Vinovo Training Centre will be reassigned entirely to the Youth Sector in forthcoming years to become a campus of sorts for young players.

JUVENTUS SOCCER SCHOOLS

First launched in 2004, Juventus Soccer Schools (JSS) are open to kids aged five to sixteen (regardless of whether or not they already play competitive football) keen to play football with Juventus, but in a less demanding and selective environment compared to playing for one of the Youth Sector sides. In any case, the values espoused are the same, stressing the uniqueness and importance of the football experience, care and protection of minors, the professionalism of the team, having fun and promoting sporting development. JSS is an initiative run by Juventus Merchandising Srl, a wholly-owned subsidiary of Nike Inc., which manages Juventus merchandising, licensing and soccer schools.

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, kids are involved in activities to help them grow as humans in a global sense, within a safe and secure environment. The JSS approach is therefore based on respect for the psychological and physical well-being of young players, helping them to grow in self-reliance through the awareness that with time they will need to become independent to be able to be more successful in life. All the activities are organised to accommodate a diverse range of needs, with the emphasis placed on participants finding themselves at home at the JSS facility, wherever it is located (in Italy or abroad). The JSS model is not only for soccer school participants: sports staff are also required to take Juventus University courses designed to raise their awareness of the importance of their role in dealing with minors and the importance of conveying the healthy principles and values that are essential for teaching the technical skills and sport ethic that underpin the game of football. Every activity is purposefully organised, with tasks and duties specifically identified.

From 2004 to 2013 over 70,000 young people took part in JSS initiatives, with over 1,500 coaches trained and thousands of families reached.

Numerous projects have been promoted by the JSS over the years, including:

- The *Juventus Primi Calci* programme, targeted at girls and boys aged five to seven and aimed at offering a unique sporting experience for youngsters developing an enthusiasm for football, through Juventus' professional training methods and the healthy values of sport;
- The *Juventus Soccer School* for girls and boys aged eight to twelve, designed to give children in the Turin area access to quality training methods. Kids that complete the soccer school can continue to play for the JSS in J-Stars teams;
- The *Juventus Personal Training* programme for girls and boys aged six to sixteen, designed to improve the skills and abilities of young footballers (goalkeepers and outfield players) from a technical, tactical and athletic point of view;
- The *Juventus National Academy* programme for kids aged six to twelve, aimed at developing a network of quality, Juventus-affiliated soccer schools across Italy;
- The *Juventus Summer Training* programme, organised by JSS coaches, designed to promote and spread the Juventus Soccer Schools model and experience in Italian sports facilities;
- *Juventus Summer Camps* targeted at kids aged eight to sixteen, offering one week of sport, fun and entertainment to learn how to play and have fun the Juventus way;

(2) For classes 2 to 4, Juventus College still has a science and applied science syllabus. From this year onwards, the year 1 will follow a science-oriented syllabus with specialisation in sports and the whole school will gradually convert to this syllabus.

- *Special Juventus Training Sessions* designed specifically for the age, technical level and objectives of teams and companies;
- *JSS International*, which promotes JSS projects abroad (Greece, UK, Germany, Poland, Spain, Switzerland, Croatia, Slovenia, Slovakia, Czech Republic, Turkey, Tunisia, Russia, Australia, Canada, South America and Singapore).

Then there is the Juventus University, an initiative designed to train specialist, qualified football staff (coaches and sport science graduates) according to the Juventus way and values, to be progressively deployed in Juventus' facilities or sports associations in general. Through Juventus University courses, Juventus Soccer Schools has created the qualification of Global Educational Trainer (GET), a specialist figure with both footballing and non-footballing skills and knowledge of a psychological and sociological nature to deal with children, teenagers and adults, as well as an understanding of the psychological and physical development of young footballers.

With the goal of creating a team of true professionals, in 2004 Juventus created the Juventus Soccer Schools Research Centre. The Centre has conducted studies and tried out new teaching models and methods designed to ensure a correct and healthy approach to football, from the earliest introduction of players to the game to their physical maturity and subsequent specialisation.

PLAY WITH ME

"Gioca con me" (Play with Me) is a project conceived by Juventus in partnership with the UNESCO Centre of Turin and Juventus Soccer Schools. Its aim is to promote social integration through sport, offering boys and girls of primary school age who perform well at school the chance to play in the black and white jersey when their families, for various socio-economic reasons, cannot afford to enrol them in a Juventus Soccer Schools programme. Every year the UNESCO Centre selects 22 children to take part in a three-year training programme (run from September to June) with the Juventus Primi Calci and Juventus Soccer School teams.

For further information on the "Gioca con me" initiative, see the section "Football Tomorrow: No to racism" (p.38).



We wanted to develop a project that was all about football but which was tied to the local area, which means Turin," said Andrea Agnelli at the launch of the initiative at the Juventus Stadium. "Once upon a time football used to be played on the street and in courtyards, but then soccer schools emerged, which ask an enrolment fee. That's fair, because the schools offer not only sports training, but learning activities as well, but it risks excluding disadvantaged kids – something we want to prevent with this project, in which we firmly believe.



FOOTBALL TOMORROW: NO TO RACISM



WHAT FIGHTING DISCRIMINATION MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS AND FOR FOOTBALL TOMORROW

Juventus is against all forms of social and regional discrimination, racism, xenophobia and violence.

Racism is a crucial issue in the world of football. Discriminatory acts against people of different ethnic backgrounds can occur quite frequently during the football season, provoking a very negative, adverse impact on individual clubs and on the image of the game in general.

Racist and discriminatory behaviour is considered a major risk by the Club. On the one hand this is because it is difficult for the Club to control the behaviour of its supporters; on the other it is because such behaviour may result in fines, sanctions¹ or other measures, thus damaging the Club's reputation and potentially

reducing match attendance figures in the long term. As such, both the finances and the reputation of the club are at stake.

Given the vast media visibility that football enjoys, combatting all forms of discrimination is a major priority for Juventus to safeguard its image and reputation from the potential damage ensuing from the behaviour of individual spectators, but also to build a fair and positive model of the game which future generations of supporters and sportspeople can aspire to. In a country such as Italy, where mass immigration has grown in recent decades, Juventus feels it also has a responsibility to focus the spotlight on the need to fight racism and discrimination across the country, and not only in relation to football.



Every form of racism should be fought – said Andrea Agnelli in an interview with CNN at the end of 2013 – and should be condemned in every way [...] Italy has got a very unique situation at the moment because one thing is racism, one thing is territorial discrimination. Italy has always been a country of many small towns, many small villages [...] It is important for me to say that much of what is happening in Italy today is not racism but a peculiarity typical to Italy. It is a matter of culture, we have to elevate the culture. A change of culture requires a bit of time, so we have to make sure we take small steps in this direction and fight and rule out racism in any form from our stadiums, because those are the places where we want to take our kids and our families. We want to make sure the right messages are passed on at stadiums.

In contrast to what may happen on the terraces, acts of discrimination do not occur in the First Team or in the Youth Sector, given the very diverse backgrounds of the players. Nevertheless, should a problem emerge, the Club provides psychological support to youth players, as reported in the section "Football Tomorrow: Future Generations", helping young players address and deal with the daily difficulties they may face.

At the same time, censurable behaviour within the teams is obviously much easier for the Club to deal with and curb. Juventus keeps an eye on the behaviour of its employees and supervised workers to ensure they also treat each other with dignity and respect, and will not tolerate any form of exclusion, exploitation or harassment linked to discrimination in any form whatsoever. **Discrimination is today an external phenomenon impacting the Club and not an internal one.**

(1) In August 2014, the Sports Code of Justice was amended to distinguish regional discrimination from racial discrimination; regional discrimination now falls under Article 12 of the Code, which governs the prevention of violence.

THE JUVENTUS APPROACH

It is important to understand the specific nature of “racism” from Juventus’ point of view. In the specific case of the Club, the word is used to denote not so much xenophobic behaviour against different ethnic backgrounds but rather discriminatory attitudes, often at regional level. In dealing with such a delicate and nuanced issue as racism, Juventus has chosen to invest quite heavily in training and awareness-raising campaigns targeting the various groups of stakeholders, both inside and outside the Club, who are most exposed to it: young footballers, supporters and stadium staff.

Besides this, Juventus abides by the Sports Code of Justice, which sets forth rules and relative sanctions applicable to FIGC members, Sports Justice Boards and dispute resolution bodies, and has duly prepared a procedure governing the action of stadium staff in the event of racist chants in stands, involving the sporting director, operations room and head of security operations.

The procedure involves preventive action, such as pre-match messages transmitted to spectators (via loudspeaker and maxi-screens), a meeting of match officials one hour before the game and measures to be taken during matches to avoid the temporary suspension or abandonment of the match.



THE POINT OF VIEW OF EXTERNAL STAKEHOLDERS

The general impression is that football clubs are not doing all they can to rein in the more extremist fringes of their supporters and lead the fight against all forms of discrimination. Italy lacks a culture of diversity and Juventus, although it is beginning to sow the first seeds of integration, should invest further, in all senses, to set more of an example for other sides to follow.

Juventus has always asserted that the racist acts of certain supporters do not in any way represent the Club, its millions of supporters and the vast majority of spectators at the Juventus Stadium.

Such acts are committed by small, extremist fringes that manage to cast a negative light on the game of football, Juventus and Juventus supporters.

The position taken by the Club does not intend to challenge in any way the decisions taken by the sports justice system at its various levels. Rather, it should be construed as an invitation to punish discriminatory behaviour with the same force as has been the case at the Juventus Stadium, and with the collaboration of all clubs, wherever it occurs.

INTEGRATION AND AWARENESS-RAISING INITIATIVES FOR YOUNG PEOPLE: “KICK OUT RACISM”, “PLAY WITH ME”, “PLAY WITH ME. CHEER WITH ME”

Juventus is steadfast in its opposition to all forms of racism and discrimination. It is a firm commitment that the Club puts into practice through the promotion of initiatives designed to instil in kids a respect for others and a sense of fellowship. This is the goal behind the projects “Un calcio al razzismo” (Kick Out Racism) and “Gioca con me” (Play with Me), both of which were celebrated on Thursday, 21 March 2014 as part of the International Day for the Elimination of Racism. The aim of the projects is to promote social integration through sport.

Juventus is steadfast in its opposition to all forms of racism and discrimination.

“Un calcio al razzismo” (Kick Our Racism) was first conceived in 2009 and developed in partnership with the UNESCO Centre of Turin. It involves young people aged 18 to 25 of Italian and foreign backgrounds, volunteer groups coordinated by the Pied-

mont Region and high schools in the creation of projects to facilitate social integration and combat racism, offering two study grants. The initiative was selected by UNESCO for Human Rights Day, celebrating the anniversary of the UN General Assembly's adoption of the Universal Declaration of Human Rights.

"Gioca con me" (Play with me), developed in partnership with the UNESCO Centre of Turin and Juventus Soccer Schools, on the other hand, aims to give disadvantaged kids the chance to join the Juventus Soccer School programme. As an example of the Club's commitment to social inclusion and integration, the project is presented in greater depth in the section "Football Tomorrow: Future Generations" (p.32).

The initiatives were presented on 6 March 2014 in Paris at the event "Education, Sport and Cultural Diversity: New Ways to Promote Human Rights around the World", organised by the NGO-UNESCO liaison committee, forty NGOs and the UNESCO Secretariat. "Gioca con me" and "Un calcio al razzismo" were the only European projects selected for the event.

In addition to these two leading awareness-raising initiatives, mention should also be made of "Gioca con me. Tifa con me" (Play with Me. Cheer with Me), an initiative launched on 1 December 2013 for the Juventus – Udinese match, after the sports judge ordered the closure of the Southern and Northern Stands of the stadium due to racist chanting against Napoli supporters. For the match, Juventus opened the terraces to some 7,000 children under the age of 13, transforming the decision to close the stands into an opportunity to convey the value and importance of integration to future fans and young sportspeople. For more information on the initiative, see the section "Football Tomorrow: Supporters" (p.70).



AWARENESS-RAISING CAMPAIGNS

Besides awareness-raising initiatives targeted specifically at kids, Juventus seeks to promote an anti-discrimination ethic across the terraces of the stadium, targeting arguably the toughest of all stakeholders: supporters and future supporters.

To achieve this, Juventus has produced a publicity campaign to promote the values that footballers are expected to embody – determination, having fun, competition, victory, class – and to discourage those which have absolutely no place in football, namely racism.

The message is delivered by Asamoah, Vidal and Marchisio, together with Juventus Youth Sector players, and is screened at the stadium prior to kick-off in every home match. It is an unequivocal stance taken by Juventus to send a clear signal throughout Italian and world football.

PARTNERSHIP AGAINST RACISM

At the Paris headquarters of UNESCO on 29 May 2014, the Club Chairman, Andrea Agnelli, and the Director-General of UNESCO, Irina Bokova, signed a partnership agreement that will see Juventus join forces with the UN agency in an effort to stamp out discrimination from the game.

"Football has an incredible capacity to break down barriers and unite people everywhere," said Irina Bokova. "UNESCO is delighted to join forces with Juventus, one of the game's giants, in the fight against discrimination and in the effort to make more inclusive and just societies, in which all young women and men have the opportunity to shine."

A UNESCO Cup benefit match between two "legendary" Juventus and Real Madrid sides was played on 2 June 2014 to kickoff the partnership agreement in practice. Match takings were donated to two projects for the reintegration of child soldiers in Mali and the Central African Republic, aimed at giving them basic literacy skills and vocational training to learn simple trades, become independent and take part in cultural, sports and artistic activities.

In addition to fund-raising for the Africa project, Juventus funds research into understanding the connection between discrimination and opposition to inclusion at world level in sport. The findings will prove a valid tool to help fight racism and discrimination.



SANCTIONS

Season	Date	Match	Home/Away	Fine (€)	Grounds
2011/2012	October 2011	Inter vs. Juventus	Away	10,000.00	Racist chants against an opposition player
	January 2012	Juventus vs. Udinese	Home	10,000.00	Racist chants against two opposition players
	February 2012	Milan vs. Juventus	Away	10,000.00	Racist chants against an opposition player
	March 2012	Juventus vs. Inter	Home	25,000.00	Racist chants against two opposition players
	March 2012	Juventus vs. Milan	Home	20,000.00	Racist chants against an opposition player
	April 2012	Juventus vs. Lazio	Home	30,000.00	Racist chants against an opposition player
Total fines 2011/2012				105,000.00	
2012/2013	September 2012	Juventus vs. Roma	Home	15,000.00	Racist chants against the opposition coach
	November 2012	Milan vs. Juventus	Away	10,000.00	Racist chants against an opposition player
	December 2012	Juventus vs. Atalanta	Home	10,000.00	Racist chants against the opposition coach
	January 2013	Juventus vs. Lazio (Italian Cup)	Home	20,000.00	Discriminatory chants against opposition supporters
	January 2013	Juventus vs. Udinese	Home	10,000.00	Discriminatory chants against opposition supporters
	February 2013	Juventus vs. Fiorentina	Home	15,000.00	Discriminatory chants against opposition supporters
	April 2013	Juventus vs. Milan	Home	30,000.00	Racist chants against two opposition players and an offensive banner directed at law enforcement officers
Total fines 2012/2013				110,000.00	



2013/2014	October 2013	Juventus vs. Genoa	Home	0	Suspended closure of the Southern Stand for offensive chants
	November 2013	Juventus vs. Napoli	Home	50,000.00	Additional two-match closure of the Southern Stand and one-match closure of the Northern Stand for derogatory chants against Napoli supporters
	March 2014	Juventus vs. Fiorentina	Home	25,000	Anti-Semitic chants against opposition supporters
Total fines 2013/2014				75,000.00	



Football has an incredible capacity to break down barriers and unite people everywhere – said Irina Bokova. – UNESCO is delighted to join forces with Juventus, one of the game's giants, in the fight against discrimination and in the effort to make more inclusive and just societies, in which all young women and men have the opportunity to shine.

FAIR PLAY ON THE PITCH



WHAT PROMOTING FAIR PLAY MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

“Clubs, managers, sportspeople, sports staff, match officials and anyone else involved in activities of a competitive, technical, organisational or decision-making nature or in any way relevant for federation purposes are required to uphold the rules and decisions of their federation and must also act in accordance with the principles of **fairness, propriety and integrity** in all their dealings in connection with sport.” This is the first article of the Sports Code of Justice, governing the general duties and obligations of the world of football.

These are the values that are considered to underpin the game of football. All players are expected to act accordingly and as such football clubs need to work to promote these values among their people.

Football – especially in Italy – is a very popular game and holds particular sway over 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, which is often seen in a negative light, and become a **positive role model** for others.

It is also important for Juventus to invest in raising the awareness of its players, especially in the Youth Sector, of their own conduct on the pitch, so as to avoid unsportsmanlike behaviour that may result in penalties or bookings that inevitably have an adverse effect on the team's performance and hence on the final score, leaving supporters dissatisfied. Putting on a “good show” of football is a key objective for the Club as it helps build a loyal supporter base; fine football means playing well and winning, but in a fair way.

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 in their fight for victory.

THE JUVENTUS APPROACH

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.

Juventus does its part by 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 kids from their earliest years in the Youth Sector, as well as in Juventus Soccer Schools and at the Juventus Museum.

Measuring the success of these efforts in the footballing world and specifically at Juventus is rather complicated. Both UEFA, with its Respect Fair Play table, and the Lega Nazionale Professionisti Serie A, with its “Coppa Disciplina” (Discipline Cup), have sought to rank the conduct of everyone involved at the stadium, but each ranking can only give a part of the



picture: the UEFA table is designed to reward fair play by teams in each of the national federations and essentially assigns points for good conduct, thus focusing largely on the positive side of the picture; whereas the Lega Nazionale considers only the disciplinary measures adopted against registered players, thus it does not consider all elements of fair play.

Despite the objective difficulty of measuring fair play on the pitch, Juventus has decided to report here the UEFA and Lega Nazionale tables, where available. The Coppa Disciplina rankings are published on the Lega Serie A website and

show Juventus at the lower end of the table for the last three seasons (2011/2012, 2012/2013 e 2013/2014); Juventus' performance on the UEFA table is not available on the UEFA website.

With a view to assessing how Juventus players perform on the pitch, the table below shows disciplinary statistics for the last three football 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

	Serie A 11/12	Serie A 12/13	Serie A 13/14
Yellow cards	69	77	69
Red cards	4	3	3

! UEFA RESPECT FAIR PLAY RANKING

UEFA has always been an active promoter of fair play in football. Its commitment to fair play was rewarded when its **Respect Fair Play** campaign won the Willi Daume World Fair Play Trophy in Istanbul, promoted by the International Committee for Fair Play (CIFP), UNESCO and the International Olympic Committee (IOC). The positive impact of the campaign was particularly notable at the UEFA EURO 2008™ finals tournament in Austria and Switzerland.

As part of its efforts to promote fair play, UEFA keeps an annual *Respect Fair Play ranking*, which gives the three highest-ranking national associations with an average of at least eight points (out of ten) a direct qualification berth for the next UEFA Europa League.

Points are awarded by a UEFA delegate during matches on the basis of six criteria, most of which reward positive, sportsmanlike behaviour:

- Red and yellow cards (less one to three points)
- Positive play (plus one to ten points): e.g. attacking tactics, acceleration of the game and continued pursuit of goals
- Respect for the opponent (plus one to five points)
- Respect for the referee (plus one to five points)

- Good behaviour of team officials (plus one to five points)
- Good behaviour of supporters (plus one to five points)

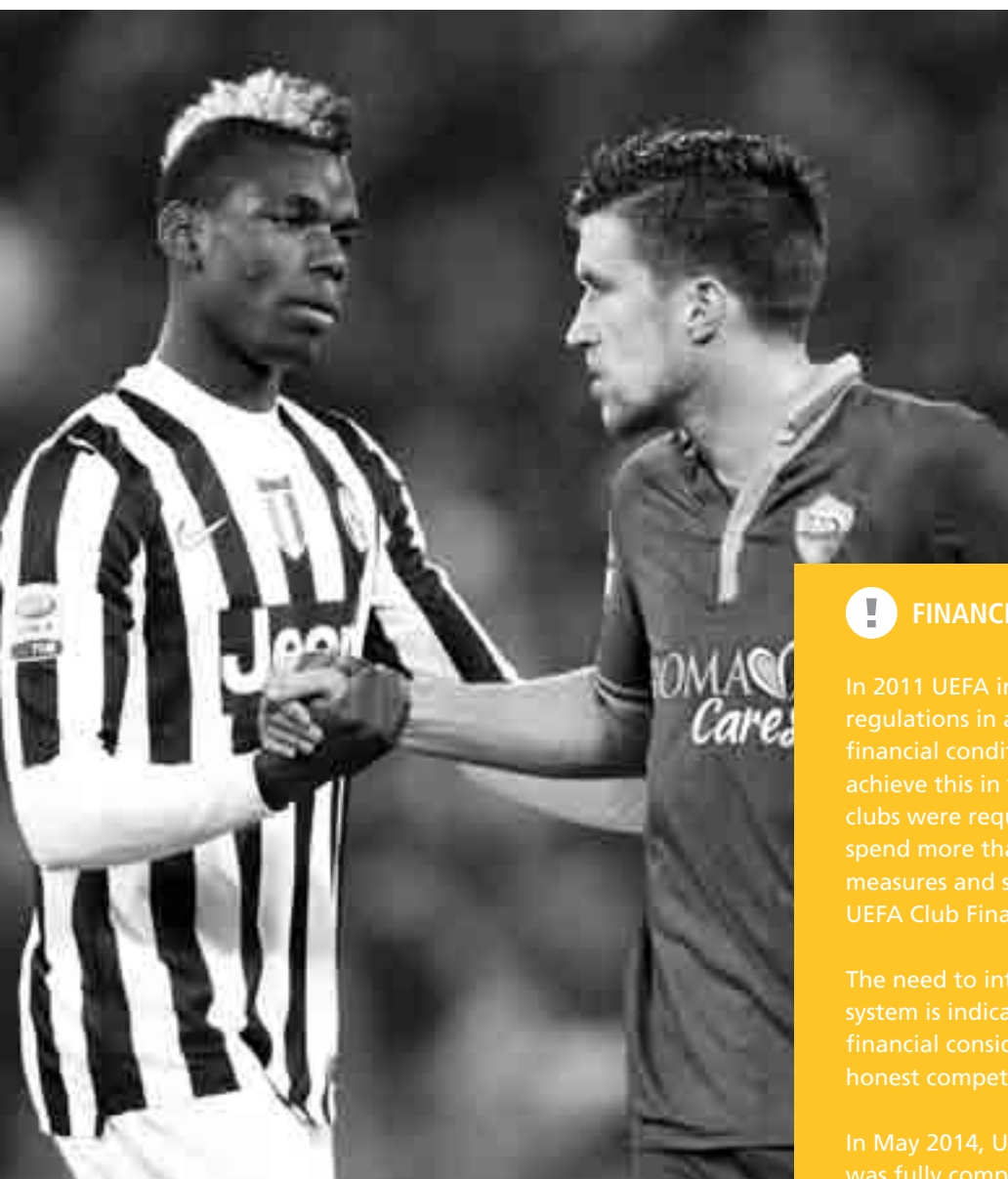
At the end of the year points from all competitions are totalled to create an annual country ranking. In 2013/2014 Italy ranked 30th out of 54 countries with a total of 7.765 points out of a maximum of 10, for a total of 148 games played.

UEFA, like other governing bodies of football (FIFA, FIGC, IOC), considers fair play to be essential for good football, which it sums up in eleven key values. They are: **Football first** – football is a game before being a product, a sport before being a market, a show before being a business; **Pyramid structure and subsidiarity** – the autonomy of sport is reflected by the pyramid structure of football. FIFA, UEFA and the National Associations work hand in hand, while respecting the principle of subsidiarity; **Unity and leadership** – UEFA shows strong leadership but operates in a spirit of consensus; **Good governance and autonomy** – football bodies are the ultimate decision-makers in matters concerning football, with no undue interference from governments; **Grassroots**



football and solidarity – protecting the future of football and the benefits it brings to society, while preserving the local, regional and national identities of the game, always in accordance with the law; **Youth protection and education** – sporting and moral responsibility; sporting integrity and betting – protecting sporting integrity and the proper running of competitions; **Financial fair play and regularity of competitions**

– clubs must operate transparently and responsibly, competing with their own means; **National teams and clubs** – national team and club football are vital and complementary elements of football; **Respect** – for the game, rules, the referee, opponents and supporters; **European sports model and the specificity of sport** – UEFA is a European body and remains totally committed to the European model of sport.



FINANCIAL FAIR PLAY

In 2011 UEFA introduced Financial Fair Play regulations in an effort to improve the general financial conditions of European football. To achieve this in the 2013/2014 season, football clubs were required to assure they would not spend more than they earned; otherwise, measures and sanctions could be applied by the UEFA Club Financial Control Body.

The need to introduce a Financial Fair Play system is indicative of just how important financial considerations are in ensuring fair and honest competition between teams.

In May 2014, UEFA announced that Juventus was fully compliant with Financial Fair Play regulations. Further information on Financial Fair Play is provided in the section "Financial Sustainability" (p.50).



THE POINT OF VIEW OF EXTERNAL STAKEHOLDERS

Juventus is seen to have its own specific identity, which can be recognised in the conduct of the Turin-based Club's players, steeped in professionalism and respect for coaches and for national and federal football officials. Their conduct is considered an expression of Juventus' capacity to instil in its players, from the youngest of ages, a certain sporting ethic. This ethic cannot be measured in statistical terms but remains a defining characteristic of Juventus that is widely acknowledged.

“

Juventus promotes the values of football, such as fair play and human and ethical principles, through a fun, creative approach.

”

THE JUVENTUS IDENTITY

Backed by its long tradition and strong values, Juventus firmly condemns unsportsmanlike behaviour of any kind in both young and mature players alike. It penalises such behaviour with punishment and match suspensions – even where the value of the punished player could prove a handicap for the team's performance.

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 to mean propriety, good behaviour and respect for oneself and for others, both on and off the pitch.

As explained in greater detail in the section “Football Tomorrow: Future Generations” (p.32), Juventus promotes the values of football, such as fair play and human and ethical principles, through a fun, creative approach that engages participants in a process to help them grow as humans in a broad sense. In order to successfully convey these values and principles to young generations, Juventus requires that all employees, supervised workers, players and people who work in the Youth Sector abide by them.

The Club, together with its employees, supervised workers, footballers, members and directors, chooses to follow specific rules of conduct, drawn from the Sports Code of Justice and the Juventus *Code of Ethics*, in all dealings relating to sport, including with sports governing bodies, footballers, registered staff, players' agents and football supporters.



INITIATIVES FOR PROMOTING FAIR PLAY ON THE PITCH AND IN THE STANDS

Every year the Club holds the Juventus National Academy Cup, an event that brings all the soccer schools affiliated with Juventus to Turin for a leading football tournament. Its aim is to convey to all the young footballers involved what fair play means and its importance. In 2014 the Cup reached its 9th season, involving 1,300 young footballers from 68 youth sides, all born in or after 2001.

The values of fair play are also promoted by the Club through the Juventus Museum, which organises educational activities, in a specially equipped facility, to introduce children to football using different approaches (history, education and play). The majority of the initiatives promoted by the Juventus Museum embrace the principles of fair play, as identified by UEFA. They include:

- “La storia siamo noi, la storia siete voi” (We are History, You are History) is an activity for primary school children to learn about football in the Turin of yesteryear. Presented as a journey retracing the history of Italy and Turin through sport, the initiative embodies the fifth UEFA value of “Grassroots Football and Solidarity”, which focuses on preserving the local, regional and national identities of the game.

- “Stringere le mani del mondo” (Shaking hands with the world) is a workshop for primary school and high school kids designed to convey various messages, such as respect for one’s opponent and for diversity, by showing the similarities between the game of football and school in situations in which being fair is fundamental for building a team and class spirit. The initiative exemplifies the UEFA value of “Respect”.

Besides the initiatives of the Juventus Museum, fair play is promoted in other ways, as explained in the presentation on page 74 of the “Gioca con me. Tifa con me” (Play with Me. Cheer with Me) initiative, in the section “Football Tomorrow: Supporters”, in which Juventus sought to set an example for young supporters of how to support the First Team in a positive, joyful way.

See also the subsection “Integration and Awareness-Raising Initiatives for Young People: ‘Kick Out Racism’ and ‘Play with Me’” on page 40, in the section “Football Tomorrow: No to Racism”, presenting initiatives in which Juventus seeks to put the value of respect – for opponents and for people of different backgrounds – into practice by encouraging social integration.



FINANCIAL SUSTAINABILITY



WHAT FINANCIAL SUSTAINABILITY MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

The business of football is extremely volatile for major European clubs, due to the fact that sporting results tend to affect financial results significantly. This is the case for a club that is demoted from the First Division, such as the Serie A in Italy, to a lower division, or vice versa, and for clubs taking part in European championships too. Revenues from television rights and sponsorship can change based on success and participation in these matches. Football is also a sport with high salaries for the best players and high buying and selling values, which is yet another factor that can make it hard for some clubs to balance the books at the end of the year.

For any company, risks relating to financial performance are part of daily life. For a football company, this has a further impact on sporting performance: clubs that do not have to consider financial results, for one reason or

another, or who are not accountable to a broad shareholder base, have a considerable advantage due to the fact that they can buy better and more expensive players. This trend has been heightened by major investors becoming attracted to the visibility afforded by European football; indeed, a third of the twenty leading clubs in Europe are owned by people and/or organisations resident in non-European countries.¹

To offset this phenomenon, UEFA introduced a financial fair play system in 2011, establishing rules for European clubs with regard to their financial performance.

The issue of financial sustainability not only affects Juventus and its **shareholders**, but other **organisations** too, such as UEFA and **other football clubs** in Europe.



HOW FINANCIAL FAIR PLAY WORKS

One of the biggest risks for the Club is failing to comply with financial fair play parameters. How does financial fair play work?

UEFA introduced a system of licences for clubs that take part in the UEFA Champions League, UEFA Europe League and UEFA Supercup. Only football clubs that can prove they satisfy the criteria (sporting, infrastructure, personnel and administrative, legal and financial criteria), and which hold the required title are allowed to participate in European competitions and thus obtain the so-called "UEFA License". The system aims to foster "virtuous" spending and a balanced European football management system, leading for example to investments in infrastructure and greater transparency.

The system is based on a break-even result, according to which clubs must prove that revenues generated are balanced against costs incurred. Each club must submit financial statements certified by an independent auditor demonstrating that the club is a going concern and prove that:

- it has non-negative equity
- it has no outstanding debts with football clubs, employees and/or social or tax authorities
- it complies with the break-even rule or has had a positive break-even result in the three years prior to requesting the UEFA licence.



(1) Deloitte Football Money League 2014

Consequently, each club must prove it has covered all costs with its own revenues (with the exception of some costs classified as expenses 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).

Thresholds are set for the first few years when the financial fair play system is implemented so that football clubs can make gradual adjustments. UEFA may also request additional financial information and clarification from clubs:

- with costs for players' salaries and technical staff (represented by salaries and amortisation) that account for more than 70% of revenues
- with financial debt (including receivables due from/payables due to football clubs for the transfer campaign) that is higher than revenues.

According to UEFA announcements made in May 2014, Juventus is compliant with the financial fair play system. Clubs that do not comply with the regulations are penalised with monetary sanctions, limitations on the number of players that may be put on UEFA lists, and in some cases even disqualification from European competitions.



THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

All stakeholder groups are conscious of the importance of financial sustainability. There is a widespread awareness that some clubs Juventus plays against have an advantage, with "endless" resources and a financial management system that favours investments in expensive players to the detriment of a positive financial performance.

Juventus is seen as a company that tries, even in a fiercely competitive climate, to maintain a balance between sporting performance and financial sustainability. It could generate higher revenues

through more attentive brand management (particularly abroad) and focus better on costs. Transparency is welcomed by the financial community and the presence in the business of a majority shareholder such as EXOR is a guarantee of quality in terms of business management. However, relations with minority shareholders need to be consolidated, and the Club should invest in greater involvement of these parties, as is the case in some clubs abroad and in other sports: in essence, Club supporters are Juventus' "customers".

THE JUVENTUS APPROACH

Juventus is particularly committed to achieving financial sustainability and improving its financial performance and as proof of this commitment, the Club 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 strengthening all its business activities.

The stability and continuity of its ownership structure has allowed the Club to pursue this strategy. The Agnelli family has been at the head

of the Club since July 1923, when Edoardo Agnelli, son of the founder of FIAT, became Chairman.

Some 91 years later, the ownership structure of Juventus is unrivalled in length in the European football industry.

Today, EXOR SpA, the Agnelli family's investment company (also listed on the stock exchange), holds 63.8% of shares in Juventus. 2.2% of the remaining capital is held by the Lindsell Train Ltd fund and 34% by minority shareholders (free float).

FINANCIAL PERFORMANCE

Participation in national and international competitions and the organisation of matches is the company's core business. Its main sources of income stem from the 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 and selling of advertising space. According to the Deloitte 2014 Football Money League, Juventus is the ninth football company worldwide and the first in Italy in terms of revenues.

In the 2013/2014 financial year, Juventus provided further confirmation of the **considerable improvement** made by the Club in terms of growth and recovery, a process that began in 2011, returning to pre-tax profit and reducing its net loss to € 6.7 million (–58% compared to the previous year). This was due to an **increase in revenues of € 32 million** (+11.3%) of which € 25 million was attributable to greater revenues from footballers' registration rights. Operating costs grew by 8.6% (to € 246.6 million), due in particular to the **increase (+12.7%) in players' salaries and technical staff costs**. This is a result of the higher fees on new contracts with players during the 2013/2014 Transfer Campaign, and higher variable bonuses paid to players for achieving individual targets, as well as winning the Italian Championships and directly qualifying for the 2014/2015 UEFA Champions League.

The increase in taxes was also responsible for the net loss recorded. IRAP tax had an extremely negative effect (€ 7.2 million in the 2013/2014 financial year and € 5.9 million in the previous year), **severely penalising companies with high personnel costs** (which cannot be deducted for the purposes of this tax), giving rise to **taxation that does not correlate with the actual overall income performance of such companies**. In 2013/2014, IRAP tax caused a net loss for the company.

The Board of Directors proposed covering the loss for the year **with the Club's reserves**. When approving the financial statements, the directors ascertained that despite a difficult economic and financial climate and another loss, **no considerable uncertainties exist as to the business being a going concern**, on the basis of the income/financial forecasts in the 2014/2015 budget and the mid-term business plan, as well as bank loans available to the company.

Transactions completed in the 2013/2014 Transfer Campaign led to an **increase in invested capital of € 51.5 million** (acquisitions and increases of € 83 million and disposals of € 31.5 million). The disposals and terminations of player-sharing agreements generated net capital gains of € 35.3 million.

Revenues from sponsorship and advertising also increased to € 60.3 million. This figure will be further boosted by the agreement reached between Juventus and adidas in October 2013. **The German group will become technical sponsor for six years, from the 2015/2016 season, for a fixed fee of € 139.5 million** (excluding the supply of technical material, variable bonuses, licensing and merchandising management).

In June 2014, Juventus and Fiat Group Automobiles **extended the Jeep jersey sponsorship agreement up until 2021**. This agreement is based on an annual fee of € 17 million, 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. The terms and conditions of the existing agreement will continue to apply for the 2014/2015 football season, with a fixed fee of € 13 million.



KEY FINANCIAL INDICATORS

(amounts in millions of €)

	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
UEFA Champions League	yes	yes	no	no	yes
Revenues	315.8	283.8	213.8	172.1	219.7
Operating costs	(246.6)	(227.1)	(206.3)	(196.3)	(176.1)
Amortisation, write-downs and provisions	(60.3)	(60.5)	(48.7)	(60.6)	(41.6)
Operating income	8.9	(3.8)	(41.2)	(92.2)	5.2
Income before taxes	0.1	(10.9)	(45.9)	(93.8)	2.1
Net income/(loss)	(6.7)	(15.9)	(48.7)	(95.4)	(11.0)
Players' registration rights	119.9	119.2	118.1	71.4	93.0
Shareholders' equity	42.6	48.6	64.6	(5.0)	90.3
Net financial position	(206.0)	(160.3)	(127.7)	(121.2)	6.4



GENERATED AND DISTRIBUTED ECONOMIC VALUE

(amounts in millions of €)

Component	Comment	Value 2013/2014
Directly generated economic value		
Revenues	Net sales plus revenues from financial investments and the sale of assets. The value indicated does not include excise duties	315.8
Distributed economic value		
Operating costs	Payments to suppliers, non-strategic investments, royalties and payment subsidies	61.6
Employee salaries and benefits	Monetary costs for employees	184.1
Remuneration of capital suppliers	All payments to capital suppliers	7.8
Payments to the public administration	Gross taxes. The value includes excise duties	8.7
Investments in the community	Voluntary contributions and investments in the community (donations and projects for the community)	0.4
Economic value retained *		53.2

* The figure excludes the cost of amortisation and write-downs of players' registration rights, accounting for € 50.8 million in the income statement.

Looking ahead, the Company has decided to allocate considerable resources to further strengthen the First Team bench, retain talent and lay the foundations for the future inclusion of young players with excellent prospects. As a consequence, the 2014/2015 financial results, while still expected to show a loss, will be influenced by increases in costs relating to sports management and by the changes (with respect to future revenues too) which will arise from sporting results actually achieved in Italy and Europe.

The company's aim is focused upon improving the financial performance achieved during the previous three financial years.

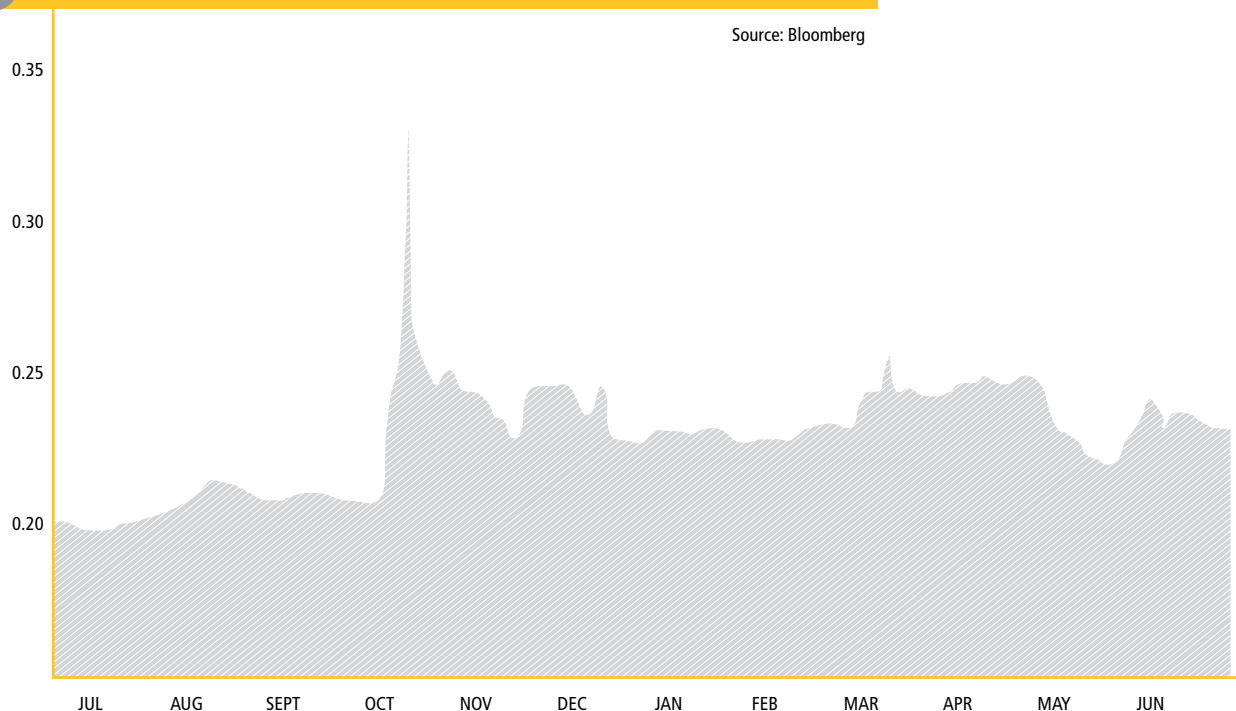


The ability of the Juventus brand to increase its appeal abroad is a considerable factor for the financial sustainability of our company – said Andrea Agnelli to shareholders – and participation in the UEFA Champions League must not be considered as a seasonal target, but as an intermediate objective of a wider-ranging, mid-to long-term strategy aimed at increasing the appeal of Juventus on the global market. And it is on this market, where Juventus already has millions of supporters, that multinational companies will invest and where an important part of all of our matches is played.

JUVENTUS ON THE STOCK EXCHANGE

Share price performance demonstrated a total return of 16% in the year ending June 2014. The announcement in October 2013 that an agreement had been signed with adidas as new technical sponsor had a particular impact on performance, but this was negatively influenced by the team dropping out of the UEFA Champions League during the group stage in mid-December 2013.

JUVENTUS ON THE STOCK EXCHANGE (2013/2014 FINANCIAL YEAR)



Trading volume



“
In 2010, Juventus
adopted a risk assessment
and reporting policy
under which key risks
are analysed
and updated yearly.
”

RISK MANAGEMENT

Due to the volatile nature of the football industry and in order to ensure a more stable financial performance, in 2010 Juventus adopted a risk assessment and reporting policy, under which key risks are analysed and updated yearly. This process, which identifies, assesses and reports company risks, is designed to monitor the following aims:

- Management awareness of the risks the company is exposed to and responsibility in terms of risk management and relative mitigation actions
- Uniform risk assessment criteria between management and functions
- Consistent data and assessments with strategic planning and defined objectives
- Adequate and transparent reporting in financial documents on main risks and uncertainties
- Adequate authorisation for reporting to external sources and traceability of the decision-making process.

The Juventus risk model has three main risk categories:

- **Context risk:** events due to causes over which the company has no influence
- **Process risk:** events that threaten the achievement of business objectives, as well as the integrity, operation and efficiency of activities (which may be strategic, operational or financial)
- **Compliance risk:** events related to the non-compliance of activities with existing regulations and the capacity of the company to oversee legal developments.

The main risks Juventus is exposed to are outlined in the annual report.



ANTI-CORRUPTION



WORKING WITH INTEGRITY, TRANSPARENCY AND HONESTY AND WHY THIS IS IMPORTANT TO JUVENTUS

Abusing positions to obtain an unlawful advantage has often occurred in the history of football in Italy and abroad, and there have been many scandals over the years related to this offence. As football is both a sport and a business, corruption is inevitably two-pronged – centred on the business interests of companies, and on the sporting results of the team.

On top of this, there are actions of individuals, pursuing their own interests to the detriment of the company and team: for example, players betting on sporting events.

Obtaining advantages by unlawful means, despite bringing benefits in the short term, can cause very serious damage in the long run, which is difficult to deal with.

The negative impact on a company's image is certainly the most challenging issue to tackle: changing public opinion after a scandal would be very complicated. The consequences at a **sporting** level would be severe, with penalisations and even demotions or disqualifications of FIGC-registered personnel that could decrease the financial value of the company, and on an economic level could lead to a drop – which may even be considerable – in revenues from television rights, sponsorship, the stadium and merchandising.

Besides damage to the sporting performance, reputation and finances of each football company, the entire **sector** would be negatively affected, because of a lack of fair, comprehensive competition, causing many difficulties for those who act honestly.

THE JUVENTUS APPROACH

Juventus condemns all behaviour that may constitute corruption and that is intended to pursue “an interest other than that of the company's objectives and of balancing the interests of stakeholders, or that personally takes advantage of business opportunities”.¹

Numerous stakeholders could be affected if Juventus were involved in unlawful practices: **football clubs, the public administration, judicial authorities, supervisory authorities, clients, suppliers, players, registered staff, agents**. For this reason, the Club tries to prevent problems, with careful analysis of industry and operational risks, and carefully designed procedures at a management, organisational and internal control level.

INTERNAL CONTROL SYSTEM

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 Com-

mittee, which consists entirely of independent directors, ensures – through delegated company functions – that internal, operational and administrative procedures are complied with, and identifies, prevents and manages financial and operational risk.

To define guidelines to be adopted within the company, Juventus has also produced:

- Its *Code of Ethics*, shared with all employees and supervised workers, so that they are familiar with Juventus' values. With regard to 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 actively work with parties involved in order for judicial measures to be administered properly, to report any ongoing economic activities with public officials to their superiors and to report any attempted extortion by public officials.

(1) *Code of Ethics* paragraph 2.4



In addition, Juventus clearly states in the Code that clients, suppliers and supervised workers are prohibited from offering money, assets in kind, benefits or other advantages to any Juventus staff in order to influence a possible decision.

- An **Organisational, Management and Control Model** (so-called Model 231), pursuant to Legislative Decree no. 231 of 8 June 2001, whose purpose, along with the *Code of Ethics*, is to increase awareness among stakeholders of the possible commission of offences and the relative criminal consequences for them and the company. Juventus has recently updated its model, revising the guidelines that regulate how the company may give and receive gifts. The supervisory and control functions required by the model are undertaken by its Supervisory Body, which is assisted by internal units as necessary.
- A **Procedure for Related Party Transactions**, pursuant to Article 4 of the Regulation adopted by Consob with ruling no. 17221 of 12 March 2010, which is updated annually and includes all rules adopted by Juventus to ensure transparency and fairness in related party transactions. Major amendments and additions are overseen by the Board of Directors (BOD).

Juventus shares its policies both in and outside the company: the three documents are available on its website and intranet, for all stakeholders to consult.

THE SUPERVISORY BODY AND MODEL 231 TRAINING

Activities concerning corruption are included in training on Juventus' Model 231.

The Supervisory Body monitors the functioning of and conformity to the Model 231 and reports annually to the Board of Directors on its activities and any new aspects. In agreement and in conjunction with the Human Resources and Organisation Department, it also monitors the content and

frequency of training courses for all people the Model identifies as potentially involved in activities that are potentially at risk of an offence being committed, as established by Legislative Decree no. 231/2001.

Training involves group and one-to-one sessions on new risks and controls whenever the legislator introduces new types of offences to those addressed by Legislative Decree no. 231/2001.



MODEL 231 TRAINING

Target and duration	2011/2012	2012/2013	2013/2014
Executives/middle managers (no.)	3	5	3
Duration	2 hours	2 hours	2 hours
Board of Directors (no.)	3 (members of the Internal Control Committee, which is now the Control and Risk Committee)	10	0 (*)
Duration	30 minutes	30 minutes	n.a.
Employees (no.)	8	39	30
Duration	1 hour	1 hour, 30 minutes	1 hour, 30 minutes

* Model 231 training started in the 2013/2014 season and will be completed during the 2014/2015 season

FIGC-registered personnel are given a copy of the *Code of Ethics* when negotiating their contract. Awareness of this issue is in part also covered by UEFA and FIFA.

RISKS RELATED TO CORRUPTION

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 (financial, operational, compliance, sporting, competition risk, etc.), involving the Chief Executive Officers and all function managers, coordinated by the Risk Manager.

Priority risks include **the behaviour of individuals** (players, Juventus staff and executives) who, by their actions, may alter the result of a match or a competition, thus committing a sporting offence. The Club tries to prevent this type of damage by having all people who work with the company sign the *Code of Ethics*. It also adopts communication strategies designed to protect its image and carefully analyses the professional career of players and FIGC-registered personnel.

Another priority risk which could potentially – and theoretically – result in the company committing offences, is **the competition of other Italian and European football teams**, particularly if they have a dominant position and/or conditions are favourable for frequent recapitalisation, despite the adoption of the UEFA financial fair play system, or because they are foreign companies that can rely on more favourable legislation (for example tax laws), and consequently, a more receptive domestic market.

Juventus constantly monitors European companies and complies with the requirements of the UEFA financial fair play system (see chapter “Financial Sustainability” on page 50).

A **dependence on TV rights** is another factor that could result in unlawful actions intended to promote successful match results. Juventus’ revenues depend considerably on income from TV rights, which may vary according to its positioning in Italian and European championships. To offset this dependence, Juventus maintains an active role in Italian Football League meetings, where sales and allocation strategies are defined, and also focuses on increasing its revenues through other sources (sponsorships and ticketing).

Besides its annual risk assessment, Juventus examines specific risks as required by Legislative Decree no. 231/2001, which also concern corruption. This decree, which already regulated the administrative liability of organisations in relation to crimes against the public administration (including

corruption and extortion) when it came into force, was supplemented in 2012, adding the new offence of corruption between private individuals. It has therefore been 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.



INCIDENTS IDENTIFIED AND ACTIONS TAKEN

Juventus has not identified any cases of corruption within the Company in the last three years. No legal proceedings in the public domain have been brought against Juventus or its employees concerning activities carried out for the company during 2013/2014.

No supplier contracts have been terminated due to corruption or violation of the *Code of Ethics*.



THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

Insinuations regarding corruption apparently remain: this is why many stakeholders believe the company should invest further in this area, communicating its commitment more effectively and demonstrating its honesty and fairness, through greater transparency. A great deal has been done in the last few years, but this has probably not been enough to remedy the serious damage to image that the Club and football have had to tackle in the past.



THE CLUB'S VALUES AND ORGANISATION

WHAT HAVING A ROBUST CORPORATE STRUCTURE MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

Nowadays, corporate governance is seen as one of the main variables in shareholders' investment decisions: a good company organisation is synonymous with sound business management.

Juventus considers its corporate governance system to be fundamental to achieving its objectives and also to guarantee the right balance between shareholders' and other stakeholders' expectations: greater financial sustainability is required of football clubs, which must still ensure the success of their teams on the football pitch. A robust, effective corporate structure, based on sustainable values and principles, can build the reliability shareholders want, and at the same time provide strong, reliable foundation for the successful sporting performance of players, which is what supporters want. In addition to these fundamental aspects, Juventus is

not only a football company, but a stock-market listed business as well: to be successful, the Club must have an effective control system and transparent decision-making processes, in line with national and international best practices.

The link between good management and a system of values based on corporate ethics designed to create value for the company and its stakeholders is fundamental for Juventus. Through its *Code of Ethics*, it aims to promote ethics in sport, reconciling the professional and financial dimension of football with its ethical and social value.

Besides having an impact at a financial and sporting level, corporate governance is also decisive for Juventus at an internal level, in managing its executives, employees and supervised workers, all of whom contribute personally to its success.



THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

Juventus has been a family-owned company for over 90 years – the longest span in Italian football – and this is seen as a sign of reliability, mainly by minority shareholders and the financial system (banks). The company has a solid, well-organised structure, a reliable, winning management team, considerable financial strength and an excellent ability to “balance the books”. The organisation, as a whole, is considered efficient by stakeholders and – as far as can be possible – transparent.

THE JUVENTUS APPROACH

As it has been listed on the stock exchange since December 2001, Juventus is subject to the transparency and corporate reporting requirements established by Borsa Italiana and Consob.

In its *Corporate Governance and Ownership Structure Report*¹, Juventus states that it has adopted a “corporate governance system in line with the Corporate Governance Code for Listed Companies and best national and international practices, empowering the role of independent directors and establishing a *Code of Ethics*, an internal monitoring system and a system of powers with the Board of Directors in a central role”. During 2012/2013, Juventus implemented amendments to the Corporate Governance Code for Listed Companies approved in December 2011 (many of which concerned principles and criteria previously adopted by the company).

Besides a robust company structure, Juventus has chosen to invest in the training of its employees, developing an occupational health and safety management system and benefits scheme.

THE CORPORATE GOVERNANCE SYSTEM

“
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”

Juventus is administered by a **Board of Directors** currently comprising 10 directors, of whom 7 are non-executive and 5 independent: the Chairman Andrea Agnelli, the Chief Executive Officer and General Manager of the Sports Area Giuseppe Marotta, the Chief Executive Officer Aldo Mazza, the Directors Maurizio Arrivabene (independent), Giulia Bongiorno (independent), Paolo Garimberti (independent), Assia Grazioli-Venier (independent), Pavel Nedved, Enrico Vellano and Camillo Venesio (independent).

The board – appointed by the Shareholders’ Meeting – has all powers for the ordinary and extraordinary management of the company, and may take all measures considered necessary or appropriate to achieve the company

purpose, save for 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 and approving the transfer campaign, sports contracts and operational managers. The Committee currently comprises Andrea Agnelli (Chairman), Giuseppe Marotta, Aldo Mazza, 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, and the **Control and Risk Committee**, which assists the Board with the internal control system and with managing any financial or operational risks. There is also a Supervisory Body, which monitors the functioning of and conformity to the **Organisational, Management and Control Model**, pursuant to Legislative Decree no. 231/01.

Besides appointing the Board of Directors, the Shareholders’ Meeting also elects the **Board of Statutory Auditors** for internal control and auditing (Ernst & Young S.p.A. oversees regulatory auditing). The Board of Statutory Auditors currently comprises the Chairman Paolo Piccatti, the Auditors Silvia Lirici and Roberto Longo and the Deputy Auditors Nicoletta Paracchini and Roberto Petrignani.

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

Further information is available in the Corporate Governance and Ownership Structure Report, published on the Juventus website and approved by the Board of Directors.

(1) Document available online, for 2007/2008 onwards, at www.juventus.com

THE CODE OF ETHICS

Juventus was one of the first Italian football clubs to have a *Code of Ethics* to regulate relations with its stakeholders, in moral and ethical terms. The Code is an integral part of the internal control 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.

The code specifically addresses shareholders, directors, auditors, professional football players, FIGC-registered technical personnel, employees, supervised and temporary workers, brokers, agents and all entities that manage and control Juventus. They are required to comply with the principles in the Code and in the case of violations, may be liable to sanctions, according to the organisational model pursuant to Legislative Decree no. 213/2001. The Code is also intended for consultants, suppliers, partners of commercial initiatives with Juventus and any entity carrying out activities in the name and on behalf of Juventus or controlled by Juventus.

The *Code of Ethics* is published in Italian and English on the company's website and is referred to in a specific contract clause in all relations with external parties. The current version was approved by the Board of Directors on 9 May 2013.

Likewise, all new employees are required to read the *Code of Ethics* when they join the company and acknowledge the principles and values by signing a receipt which is then filed. All employees are notified by email of subsequent revisions of the Code with a link to the intranet where the Code is revised.

FIGC-registered personnel are given a hard copy of the Code when they join the company.



VIOLATION OF THE CODE OF ETHICS

In the case of violations, Juventus employees, supervised workers, players and other FIGC-registered personnel are required to inform their superior, or if this is not possible, 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.

Measures may also include the termination of employment.

OUR PEOPLE

Human capital is a strategic lever for Juventus, and is also the driver for achieving the company mission: this is why it considers the development of intellectual capital as a key factor.

Juventus' organisation is based on a **managerial approach** with a clear definition of roles and positions and on the principle of responsibility at all levels. Over the last few years, new competencies have been included in the organisation and procedures have been adopted to map sensitive processes (for example investments in the sports industry, purchases of assets and services, the development of commercial initiatives and the employment and management of human resources).

Juventus' organisational chart is headed by its **top management**, Chairman Andrea Agnelli and the two Chief Executive Officers Giuseppe Marotta and Aldo Mazza, 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 staff comprises some **600 people** with employees and freelancers divided into two major 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

- **Non FIGC-registered personnel:** with an executive status (employed under the Collective Employment Agreement for Executives of companies manufacturing goods and supplying services), with an office staff or manual worker status (employed under Internal Regulations based on the Collective Employment Agreement for the Entertainment Industry) or long-term consultants and project workers.

Collective employment agreements (CCNL) cover only a part of company staff:

- Executives with a collective agreement

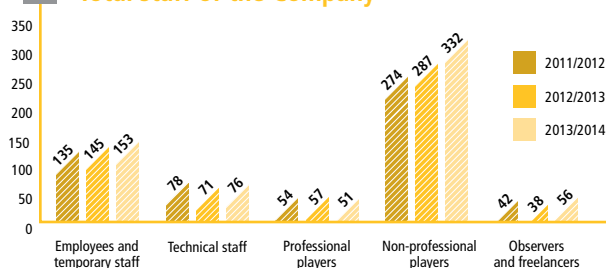
- Office staff/manual workers: financial changes to contracts are due to revised collective agreements; for changes to regulations, see the "Internal Regulations" signed by all employees when they join the Company.
- Professional athletes with a collective agreement.

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

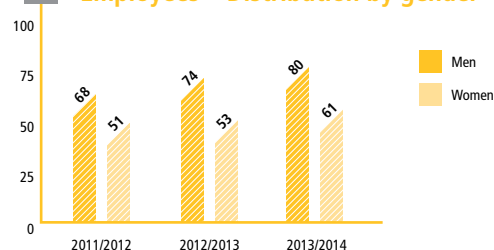
In the last three years, non-registered personnel went up from 122 to 153, recruited to manage activities relating to the opening of the Juventus Stadium and Juventus Museum and to in-source activities previously outsourced or carry out new activities. Recruitment procedures were thorough, based on principles of meritocracy, transparency and equal opportunities and at present **43% of staff are women**.

JUVENTUS – THE FIGURES

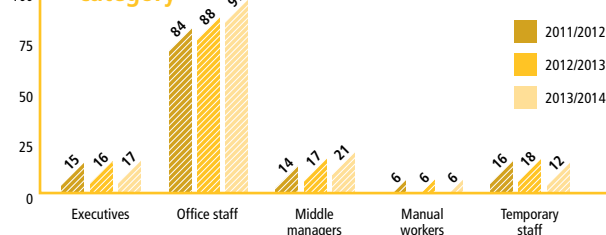
1 Total staff of the Company



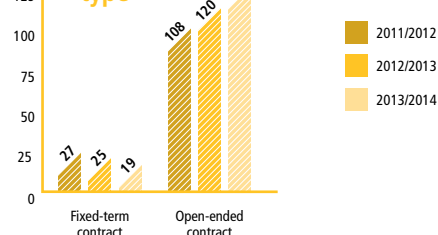
2 Employees – Distribution by gender



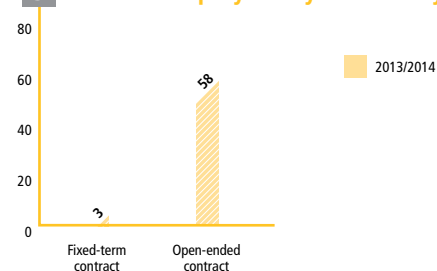
3 Employees and temporary staff by professional category



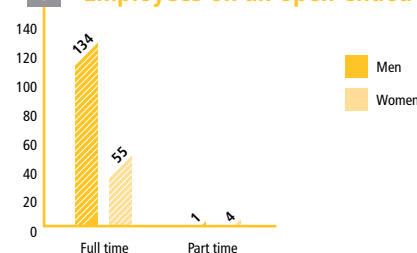
4 Employees and temporary staff by contract type



5 Female employees by contract type



6 Employees on an open-ended contract



Besides its own staff, Juventus has contracts with independent, qualified service companies (that undergo **regular audits** to ensure their management practices are appropriate), because it requires a large number of human resources.

On a match day, approximately **1,200–1,300 people** work at the Juventus Stadium, to direct and welcome the public, provide catering services, and oversee facilities or entertainment.

Juventus Merchandising, which deals with retail, licensing and Soccer Schools, and **JTV**, specialised in Juventus channel management, contribute to developing the Juventus brand, even though they are not part of its ownership structure, as they were established based on commercial agreements with Nike and Italian State Television, RAI, respectively.

TRAINING

Juventus' human resources management policy considers it important to invest in training and development, and creates suitable professional development programmes. Its interest in empowering human resources and fostering professional development is reflected by the fact that 80% of staff have had at least one contract promotion in the last 10 years and that around 50% of current executives (not including the two Chief Executive Officers) have been trained in-company.

When defining the HR budget, annual training is planned by identifying the training needs of each department/function and of individuals if new positions are to be held or professional development is planned, and determining and managing inter-function, managerial and mandatory training.

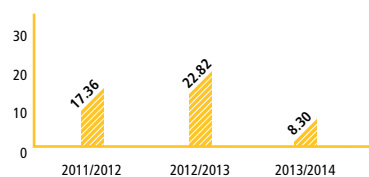
In the last three seasons, professional development has concerned initiatives to develop the specialist skills of various functions, namely managerial, team building and language skills; training has also targeted legal obligations concerning occupational safety (Safety Act no. 81/08), the new Data Protection Code (Legislative Decree no. 196/2003) and Law no. 231/01 on the administrative liability of the company.



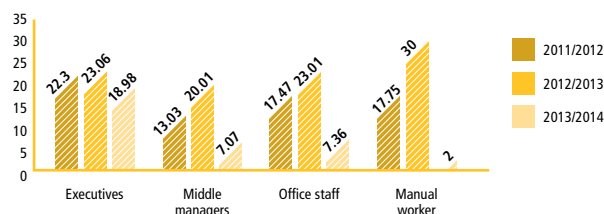
TRAINING PROVIDED BASED ON OBJECTIVES OF THE LAST FOUR YEARS

2010/2014 objective	Type of training
Basic skills	Mandatory training: Data Protection, Legislative Decree no. 231, occupational safety; Basic training: MS Office
Specialist skills	Language skills, technical skills of individual Departments/Functions (e.g. IT, media, marketing, administration, management control, taxation, HR, auditing, legal affairs, JMuseum, environmental management officers, graphic design, medical sector, technical staff)
Managerial skills – Team building	Stadium Team training for the opening of the Juventus Stadium and the new Stadium Management
	Training for JMuseum staff on the opening of the museum and the subsequent formation of two teams of guides to manage the Stadium Tour and JMuseum
Soft skills	Communication methods
Specialist and managerial "technical" skills	Training for Technical Staff (Team managers, Fitness Trainers and Goalkeeper Trainers) of all Juventus teams: project supervised by the Juventus Training Check Unit, assisted by an external sports psychologist.
Soft skills and growth management	Juventus Training: a programme for players in the Youth Sector (in partnership with the Faculty of Psychology of Turin): focus on medical, psychological, motivational and sociological issues; integration with the JCollege, focus on families and Technical Staff

TOTAL NUMBER OF AVERAGE HOURS OF TRAINING PROVIDED

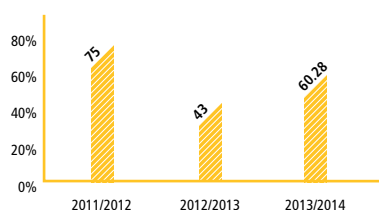


TOTAL NUMBER OF AVERAGE HOURS OF TRAINING PROVIDED BY STAFF CATEGORY



PROPORTION OF STAFF INVOLVED IN TRAINING

(% of total employees)



COMPANY WELFARE

To encourage an enterprising outlook and to promote ongoing improvement in general, the company has been using an incentive system for several years. The system is based on two areas:

- Individual, with a strong focus on merit related to achieving qualitative and quantitative goals
- Collective, defined by a company agreement (performance bonus), and related to financial and sporting performance.

The percentage of variable remuneration over fixed remuneration may be as high as 40% for office staff and 50% for executives.

In the last few years, the company has also invested in improving staff conditions, with numerous special benefits, including: a private health scheme supplementing the national health scheme, a supplementary pension scheme, a flexible benefits scheme for executives and middle managers, as well as special agreements with numerous entities offering services at competitive costs.

The company also gives executives the chance to have an annual pass to a sports centre sponsoring the company, and all employees may benefit from the facilities and initiatives of another sports centre at special rates, and receive two free tickets to watch matches at the Juventus Stadium.

Juventus also pays for the children of employees to take part in Soccer School summer camps and each year organises events such as the "Juventus Day" involving all staff in an afternoon of sport and entertainment, and a "Children's Christmas" with a gift for the children of all employees.

OCCUPATIONAL HEALTH AND SAFETY

To improve safety standards and safeguard the health of staff, the Company has adopted an Occupational Health and Safety Management System (abbreviated to SGS) certified to OHSAS 18001:2007 (certification awarded on 25 September 2009).

The system, aimed at maintaining and continuously improving levels of occupational health and safety, requires periodic auditing of the effectiveness of operating procedures used; these audits are conducted by specialist personnel.

The system is audited every six months by a certification body, which issues certificate renewals. Juventus has drawn up its *Occupational Health and Safety Policy* to provide 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 adequate preventive and corrective measures.

In particular, the company provides specific training extensively for non-registered and FIGC-registered personnel in the sports area, with a particular focus on Youth Sector team managers.



INJURIES IN THE WORKPLACE

	2011/2012	2012/2013	2013/2014
Number of injuries	1 *	0	0
of which fatalities	0	0	0
Days lost due to injury	9	0	0

* injury when travelling to/from the workplace



FOOTBALL TOMORROW: SUPPORTERS



WHAT IT MEANS TO INVEST IN POSITIVE SUPPORTING AND WHY THIS IS IMPORTANT TO JUVENTUS AND THE FUTURE OF FOOTBALL

Positive support means backing your team without being violent or discriminatory towards the opponent, whoever it is. To encourage this, countries across the world have sought to identify effective rules over the years that could be adapted to the specific socio-cultural context of each nation. Such efforts in Italy, unfortunately, have had little success. Violence inside and nearby stadiums is an ongoing problem that continues to occur season after season, with institutions and football clubs unable to find an effective answer and solution.

Violent behaviour in stadiums inevitably has an adverse impact on the revenues and reputation of football clubs. The issue is closely tied to stadium security, an aspect addressed in the section "A Stadium that's Safe for Everybody" (p.24). A single episode of violence can entail the payment of a fine or the closure of terraces for a certain number of matches, spreading discontent among supporters who have bought tickets for upcoming games, increasing costs for the management of refund claims¹, lowering revenues from merchandise sales and causing general disaffection among supporters in the long term. If the Club is not able to manage the media repercussions of the situation appropriately, the image of the Club and of football in general may be tarnished, attracting growing criticism from society at large. Proper conduct by our fans at stadiums, which shows respect for the opponent and for the referee's decisions while also condemning, where necessary, unsporting gestures by certain groups of supporters, is of the utmost importance for Juventus, from both a reputational and financial point of view. That this happens is borne out by the example of the Juventus versus Cagliari match in May 2014, when the sports judge chose not to fine the Club for the "Free Speciale" banner unfurled by a group of Juventus supporters, after other Juventus fans hissed in protest.

In this way Juventus promotes fair play and responsible behaviour both on and off the pitch. It does not fund the establishment or continuation of organised or unorganised supporter associations. This statement of liability as assumed by Juventus for its supporters, complies with Article 4 of the Sports Code of Justice, which states: "Clubs are objectively liable for the actions and conduct of persons involved in the provision of club services and of their supporters, both at home grounds, including therein grounds considered neutral, and at the grounds of the other sides hosting a match, without prejudice to the duties of the latter."

Although it is obliged to deal with the consequences of unsporting conduct by its fans, the Club's scope of action in the current national situation is limited. With the instruments presently available, it is important that football clubs, the sport's governing bodies, such as the Lega Calcio and FIGC, and law enforcement bodies actively work together to ensure that the conduct of supporters is sporting and responsible.

(1) The consumer advocacy association CODICI—Centro per i diritti del cittadino ONLUS petitioned Juventus over Article 4 of the general conditions applicable to the sale of season passes for the 2011–2012 football season, on the grounds that a ticket refund by the Club was not expressly contemplated in the event of matches played "behind closed doors" or with certain stands closed, or of transfer costs in the event of home ground disqualifications. Accepting that there was a need to render the clause clearer and more explicit for consumers, Juventus chose to rewrite Article 4 of the general conditions of sale of Juventus FC season passes to specify that in the event of matches played "behind closed doors", the closure of specific stands or the disqualification of home grounds due to conduct for which Juventus has been found legally liable, the season pass holder is entitled to a full or partial refund of the cost incurred to purchase the stadium ticket. In the meantime, a lawsuit was brought by Codici against Juventus, which ended with the Court of Turin ruling of 22 March 2013 ordering the Club to make a clear statement of the season pass holder's right to a refund in the general conditions of sale applicable to season passes.



THE CONTEXT: BEHAVIOUR AT STADIUMS

Football clubs in Italy are often the victims of an ineffectual legal system while facing strong, at times undue, pressure from their fan bases. At the same time they receive little protection from law enforcement bodies, which in an attempt not to fuel tensions, more often than not uphold a policy of non-intervention.

As a result, year after year episodes of violence have continued to provide a backdrop to Italy's most popular game and make headlines in the media.

In recent years, stricter laws have been introduced in an effort to punish violent behaviour, bringing about a slight improvement in stadium safety, as borne out by the statistics reported in the section "A safe stadium for everyone" (p.24).

Nevertheless, Italian institutions have yet to overcome the phenomenon of stadium violence, and although the number and severity of violent episodes has dropped, the perpetrators of football violence, which has come to show signs of increasing intolerance, xenophobia and regional hatred, tend to be young people, even minors, who do not necessarily belong to organised supporter groups.

THE JUVENTUS APPROACH

In Italy, Juventus is the club with the greatest number of fans; only a tiny minority of those supporters are ever involved in violence. Despite that fact, in rankings for the "Gaetano Scirea" Fair Play Trophy, prepared by the Lega Nazionale Professionisti Serie A on the sole basis of the disciplinary measures taken against clubs for the conduct of their supporters, Juventus came 17th for the 2013/2014 football season, after two seasons at the bottom of the Serie A list. Thus it is essential for the Club to help find new ways of dealing with the conduct of organised supporter groups at the stadium, within the framework of existing laws.

Juventus appreciates the social importance of sport and football in particular in combating the phenomenon of violence. This is why the Club promotes awareness-raising campaigns, targeted primarily at young people, and loyalty programmes, designed to encourage supporters to feel they are an active part of the Juventus family.



Juventus is the football club with the most supporters nationwide (30% of Italian football supporters) and at European level (37.2 million).



It is important that Juventus' commitment and efforts are not overshadowed by violence committed by individual spectators or groups, which tend to be greatly magnified by the media spotlight focused on football. Such conduct does not in any way represent the position of the Club, its millions of supporters and the vast majority of spectators at the Juventus Stadium.

Instead, the Club applauds the "positive" gestures that often take place on the terraces but that rarely receive any media attention – such as the swapping of scarves between the Northern and Eastern Stands and the Visitors' Stand during the match against Copenhagen in 2013.

Where fines and sanctions are imposed, Juventus always abides by the decision of the sports judge. The Club collaborates with law enforcement bodies where rioting occurs. In addition, it always openly states its disapproval of such behaviour whenever the chance arises, in an effort to encourage supporters to show respect for opponents, wherever they may come from.

BUILDING A LOYAL SUPPORTER BASE: DOC JUVENTUS CLUBS AND JUVENTUS MEMBERSHIP

Juventus is the football club with the most supporters nationwide (30% of Italian football supporters) and at European level (37.2 million). Of these millions of supporters, some 90,000 are considered the most loyal supporters because in the 2013/2014 football season they were members of DOC Juventus Clubs, the only official supporter clubs recognised by Juventus, which offer exclusive services for members.



Worldwide there are 540 official DOC Juventus Clubs, all coordinated by the Juventus Club DOC Coordination Centre (CCJCD), headed by Mariella Scirea.

To reward its most loyal fans and be an active presence in their passion for Juventus, the Club offers Club DOC members numerous benefits, such as:

- Priority booking to purchase season passes to the Juventus Stadium
- Priority booking to purchase tickets to Juventus FC home games
- Exclusive promotions by Juventus FC business partners (e.g. 10% discount on official Nike Juventus gear at Juventus Stores in Turin)
- “Walk About” guided tours of the Juventus Stadium conducted before kick-off at home matches
- “Terzo Tempo Doc” gatherings after the final whistle of some home matches with Juventus FC registered players
- A Club salute on maxi-screens at the Juventus Stadium
- Official Juventus Club DOC member’s card for each registered member

Club DOC presidents from around the world are also invited to take part in an annual meeting billed as Juventus Club DOC Day.

Another initiative that Juventus promotes to turn fans into loyal supporters is Juventus Membership – the simplest and fastest way to join the Bianconeri family. Every supporter who signs up to the website www.juventus.com can become an E-member for free and receive access to a reserved area of the website, along with newsletters.

Once registered, users can choose the level of membership they prefer (E-member, Stadium, International, Premium or J1897) on the basis of the benefits and special opportunities that each offers. The highest level, J1897 membership, offers supporters numerous benefits and opportunities, including the chance to speak to senior Club management.



It is the intention of Juventus Football Club S.p.A. to promote, organise and develop services reserved for official supporter associations, established with a view to reaching the greatest number of Juventus Football Club supporters possible and encouraging them to respect the rules of good social behaviour and sporting ethics and abide by the laws of the country and the ethical guidelines governing supporter behaviour, based on mutual respect, peaceful living and the rejection of all forms of violence” – extract from the Official Regulations of the Juventus Club DOC Coordination Centre.

Club Doc (CCJCD)
headed by Mariella Scirea



THE POINT OF VIEW OF EXTERNAL STAKEHOLDERS

Keeping on top of supporter behaviour is extremely difficult, if not impossible. Juventus needs to take a firm stance and work to combat improper behaviour, such as anti-Semitic chants, aggression towards the opposition, regional discrimination and intolerance of diversity.

The Club, from its most senior managers to the players on the pitch, needs to set an example both inside and outside the stadium and use the media to get the message across. Continuous, constant efforts are needed to protect the game of football and all the non-violent Juventus supporters out there and, above all, teach future supporters what is acceptable.

Juventus, with its new stadium, has taken a first step in this direction by removing the barriers between fans and their idols and by creating stands to cheer in where supporters can feel at home. The result has been greater respect for the facility and for others.

While it appears that supporters who are Juventus Club DOC members are satisfied with the progress Juventus is making, it is just as important for the Club to reach the vast number of Juventus supporters who actively support the side without being official Club members, by facilitating their support for the Club.



RAISING AWARENESS IN SUPPORTERS: "PLAY WITH ME. CHEER WITH ME"

Besides reiterating its firm stance on the issue, Juventus also promotes initiatives to engage both young and old alike as spectators of football, with a view to involving them in what is a moment of great fun and entertainment.

A prime example was the "Gioca con me. Tifa con me" (Play with Me. Cheer with Me) initiative that brought around 7,000 children aged 13 or under onto the terraces of the Juventus Stadium for the match against Udinese on 1 December 2013, after the sports judge ordered the closure of the Southern and Northern Stands of the stadium due to derogatory chanting against Napoli supporters.

The reserved seats were assigned as follows:

- Juventus Youth Sector: 250 tickets
- Juventus Soccer School/JStars: 900 tickets
- Schools, Turin Police HQ: 1,200 tickets
- Schools, Education Board: 1,000 tickets
- FIGC-LND Piedmont–Aosta Valley Regional Committee: 3,500 tickets

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The “Gioca
con me.
Tifa con me”
initiative
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just how
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The initiative was sponsored by the Italian National Commission for UNESCO and tied to two projects already underway, launched by the Club in partnership with the UNESCO Centre of Turin and Juventus Soccer Schools: “Un Calcio al Razzismo” (Kick Out Racism) and “Gioca con me” (Play with Me), both presented in the sections “Football Tomorrow: No to racism” (p.38) and “Football Tomorrow: Future Generations” (p.32).

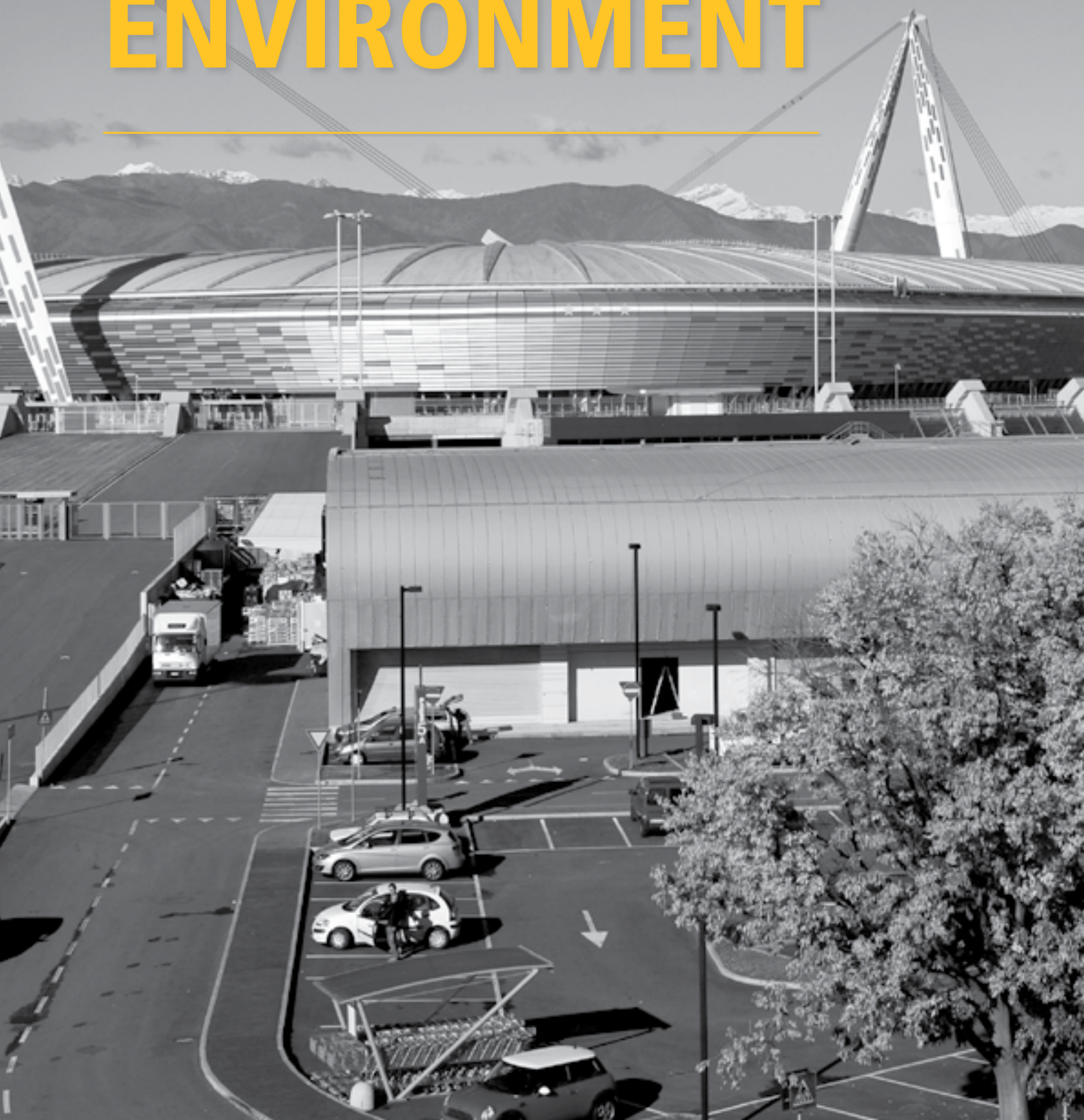
To prepare the youngsters for the event, a few hours before the match against Udinese, Juventus and the Italian Footballers Association (AIC) held an educational workshop to introduce them to Gaetano Scirea and help them reflect on why the Juventus Stadium stands had been closed. The workshop involved Mariella Scirea and former footballer Fabio Grosso, currently assistant coach of the Juventus Primavera Team.

The “Gioca con me. Tifa con me” initiative highlighted just how necessary it is to invest more in teaching young people to reject violence and regional discrimination. Unfortunately, even on that occasion some youngsters chose to emulate the abuse hurled by some of the adult supporters at the Udinese goalkeeper, something that was greatly emphasised by the media. The sports judge fined Juventus € 5,000 for the incident, a decision that the Club did not appeal.

The “Gioca con me. Tifa con me” initiative was run a second time on 15 December 2013 for the Juventus versus Sassuolo match, involving around 9,000 kids from primary and junior high schools and soccer schools. Once again on this occasion, an educational workshop was run before the match by Juventus, in partnership with the AIC and the UNESCO Centre of Turin.



OUR FACILITIES AND THE ENVIRONMENT



WHAT RESPECTING THE ENVIRONMENT MEANS AND WHY THIS IS IMPORTANT TO JUVENTUS

While the Club's activities do not have as significant an environmental impact as businesses operating in other sectors, this remains a key concern for Juventus, its management team and stakeholders.

The impact on the environment and local area generated by Juventus and its activities can be divided into:

- Energy consumption of the stadium and other sites (the Club headquarters and the Juventus Training Centre at Vinovo) along with the disposal of waste generated at these sites
- Urban redevelopment of areas on the outskirts of Turin
- First Team and Youth Sector away matches
- Fans travelling to and from the stadium

Juventus has taken an active role in developing areas of Turin with the construction of the Juventus Stadium and the project to redevelop the adjacent Continassa area; the Club has thus encouraged the development of the city of Turin, helping to make this development sustainable, as well as enhancing the company's property portfolio.

At present, Juventus is the only football club in Italy to own its stadium. This is a major advantage, ensuring the Club can offer reliability to supporters, managing its "home" directly, and giving the team a competitive edge over other

clubs, with quality-focused planning. Indeed, a top-class stadium helps to improve players' performance whilst optimising the level of entertainment a match provides, with economic benefits resulting from the sale of tickets, services and products.

Fans travelling to and from the stadium and Juventus away matches constitute another concern that directly involves not only the local area, but also, more generally, the country as a whole, and Juventus must consider the environmental impact of this in its sustainable development plan. At the same time, Juventus is increasingly engaging with local and national institutions and partners in order to mitigate the impact of travelling fans on traffic and security.

Many Juventus stakeholders are directly involved in the Club's approach to sustainability, from the **fans**, as "regular occupants" of the stadium, to the **institutions** and **public authorities** that manage the areas where Juventus sites are located and the city of Turin in general, as well as **suppliers** of materials and technologies designed to reduce negative environmental impact on the surrounding ecosystem and finally **investors**, who are involved in maintaining and/or creating value for Juventus property portfolio.

THE JUVENTUS APPROACH

Juventus demonstrates its commitment to the environment on a number of levels. The first and most important action taken by the Club in this field saw the construction of a stadium that meets key sustainability criteria, followed by its decision to redevelop the area on the outskirts of Turin; the Club is also in the process of attempting to make travel for players more sustainable, when compatible with the team's technical and logistical requirements.

A SUSTAINABLE STADIUM

The new Juventus Stadium stands in grounds of 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 open 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 improve road access, in partnership with the City of Turin, ensured that the impact on the local area was kept to a minimum.



The aim behind the initiative was to create a stadium with safe, bright, easy-to-access, open spaces for public use. This is reflected in all areas of the project, from the functional organisation of the stadium's facilities to internal and external transit routes, structural solutions, materials and fittings. The stadium access and internal transit routes have as few physical and visual barriers as possible: access is guaranteed everywhere (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. All material from the demolition of the old stadium was sorted for recycling, re-sold or re-used in the new site:

- The concrete from the steps was crushed and re-used in the load-bearing layer of the new ground
- The posts were taken down and cut into smaller sections for easier disposal
- Plastic material was collected and stored separately.

At the end of the project, around 6,000 tons of steel, copper and aluminium were recovered and partially re-used, generating savings of over 1 million euros. Lastly, the grass pitch is partly irrigated by rainwater from the roof which is collected by a tank system.

WATER, ENERGY, WASTE: THE FIGURES ¹



WATER CONSUMPTION, WITHDRAWAL AND DISCHARGE

Data refer to the Stadium, offices and Vinovo training centre

		January/December 2011	January/December 2012	January/December 2013
Total (m3) <i>consumption and withdrawal</i>		73,056	108,450	106,888
Consumption				
by source (m3)	from the aqueduct	67,916	103,310	101,748
Withdrawal				
by source (m3)	from Vinovo training centre	5,000*	5,000*	5,000*
	artificial rainwater basins			
	from Stadium rainwater tanks	140*	140*	140*
Discharge (m3)				
		67,916	103,310	101,748

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



CONSUMPTION OF WATER FROM THE AQUEDUCT (in litres)

	January/December 2011	January/December 2012	January/December 2013
Headquarters	1,168	1,310	1,285
Stadium	38,000	76,200	82,930
Vinovo	28,748	25,800	17,533
Total	67,916	103,310	101,748

(1) The Juventus Stadium has been operative since 8 September 2011, so figures for the 2011 calendar year – in reference to the Stadium – are for September to December 2011.

ENERGY CONSUMPTION

	January/December 2011	January/December 2012	January/December 2013
Electricity (in KWh)			
Electricity purchased for offices	250,000	252,000	227,000
District heating for the Stadium	1,470,000	5,335,000	4,580,000
Electricity purchased for the Stadium	1,942,000	3,473,000	4,592,000
Electricity purchased for the Vinovo training centre	1,527,000	1,490,000	1,467,000
Total electricity purchased	5,189,000	10,550,000	10,866,000
Diesel fuel (in Gj)			
Consumption of diesel fuel	0	0	0
Natural gas (in m3)			
Consumption of natural gas for heating and other services (Juventus training centre + offices)	760,000	670,000	752,000

HAZARDOUS WASTE

	January/December 2011	January/December 2012	January/December 2013
Hazardous waste produced (tn)	0.024	0.069	0.077

THE CONTINASSA PROJECT

On 22 July 2014, Turin City Council approved the Agreed Executive Plan (PEC) for the Continassa area as proposed by Juventus, which acquired a 99-year long-term lease for the area (which covers approximately 180,000 m², 38,000 m² of which is to be used for new offices). This crucial step comes at the end of a process that began in January 2012, when Juventus presented its first proposal for redeveloping the abandoned, run-down Continassa area, which spans approximately 260,000 m² and lies opposite the west side of the Juventus Stadium.

The company's new offices and the new Juventus training & media centre will be built on the site, along with a hotel, two innovative commercial sites – one for young people and their families, and one for catering and innovation – and an international school. The area takes its name from the old, 17th-century closed-courtyard farmhouse on the site, which was purchased by the City of Turin in 1911 from the Nigra family. The farmhouse was abandoned in the 1970s and left to decay, resulting in its current poor conditions.

The constraints imposed by heritage authorities after Juventus purchased the area meant the building could not be included in the redevelopment project, and so it was earmarked for public services, such as university halls of residence, leisure facilities, etc. However, Juventus submitted a feasibility study to the City of Turin, proposing to develop



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The company's new office and the new Juventus training & media centre will be built in the area, along with a hotel, two innovative commercial sites, one for young people and their families, and one for catering and innovation, and an international school.

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the site for a use which was not only in line with its intended purpose, but also economically and financially sustainable.

The project to redevelop the Continassa area is fundamental for Juventus, and serves to complete its investment in the Juventus Stadium and Juventus Museum. It also represents a tangible contribution to the development of Turin as a city, not only in terms of investment but also with regard to the considerable positive impact the project will have on employment, both during construction and as a result of the services that will be established in the area upon completion.

TRAVEL AND AWAY MATCHES: A SUSTAINABLE WAY TO GET TO THE STADIUM

In 2013, the agreement between Juventus and Trenitalia was renewed, and Frecciarossa was confirmed as the official Club train for the next three seasons.

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 emissions. The partnership will promote a more sustainable means for players to travel to away matches and will increase awareness among the many fans who travel to and from stadiums.

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



THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

So far, there have been no negative opinions expressed regarding Juventus' commitment to this issue, aside from a few requests to incorporate international best practices and engage further with local institutions and public transport companies to optimise travel to and from the stadium. Some stakeholder groups have suggested running campaigns to increase awareness of environmental issues among fans, encouraging them to use public transport and to behave in a more environmentally friendly way.



OUR PARTNERS

THE VALUE OF PARTNERSHIP

In developing its structured approach to sustainability, Juventus wants to ensure excellence and a unique profile for the Club, empowering the brand and becoming a leader in the responsible management of football, in Italy and abroad. To achieve these objectives, it strongly believes in the need to foster new types of partnerships. A football company like Juventus can have a positive impact on the football industry through appropriate management, which in turn depends in nearly all sectors on profitable partnerships with a considerable number of organisations. So, increasingly integrated partnerships are key, enabling the Club to win the challenge it has set itself.

In this context, Juventus acknowledges the growing ambition of many of its partners to achieve a more sustainable business. Juventus is already part of a network of partnerships that share this idea of responsibility and improvement in economic, social and environmental performance. The Club's ambition is to strengthen and consolidate these partnerships, also with a view to sustainability.

All organisations that share Juventus' values and commitment to sustainable football are partners, and specifically:

- The **brands** that choose to sponsor the Club, year after year, bringing together their logo with the image of Juventus;

- The **institutions** that are actively involved in projects and initiatives with sustainability implications for the community and local area;
- **Non-profit organisations** that are active in the local area;
- The **suppliers** that choose to work with Juventus on a daily basis.

Working with other entities, whether companies, institutions or non-profit organisations, helps to create value in the daily activities of each partner involved: sharing experience, knowledge and expectations forms the basis for making a business even more profitable and sustainable.

Establishing a partnership means Juventus' image is seen alongside that of another organisation, which inevitably links their reputations. However, this can also cause collateral damage, if Juventus or the partner organisation do not act diligently, leading to the risk of reputational and economic damage.

Juventus' *Code of Ethics* sets out the company's commitment to promoting ethics in sport and to reconciling the professional and financial dimension of football with its ethical and social value.

WHAT DOES IT MEAN TO BE A SPONSOR?

Juventus is aware of the role that financial, environmental and social sustainability has for all its stakeholders, including sponsors, which increasingly have their own policies on social responsibility. Today, some of the leading companies that support Juventus – such as Fiat Chrysler Automobiles (Jeep), bwin.party, Nike and Samsung – have strategic sustainability plans with well-defined, measurable objectives, sustainability reports and initiatives to promote sport, education and health, support the community and local area and improve awareness among young people.

The reputational damage a sponsor may sustain due to the inappropriate behaviour of the sponsored organisation, or vice versa, is a risk to increasingly focus on. It is important for Juventus to invest further in sustainability to confirm its integrity as a company and reassure its sponsors, and it is equally important for it to focus more on the sustainability objectives and actions of sponsor companies.

Juventus' partnership strategy guarantees companies a unique, value-creating opportunity: to achieve concrete results, the Club fosters long-lasting, stable relations.



JUVENTUS' MAIN SPONSORS AND THE GROWING COMMITMENT TO SUSTAINABILITY

Juventus and NIKE

Environmental sustainability is a major concern for Nike when creating the teams' kits. This year the Nike jerseys have again been made with recycled polyester. The kits have been created to guarantee unparalleled benefits in terms of performance and a lower environmental impact, using recycled plastic bottles. The shorts are made from 100% recycled polyester, the jerseys from 96%

recycled polyester and the socks from 78% recycled polyester. Each kit consists on average of 18 recycled plastic bottles. Since 2010, Nike has recovered some two million bottles from landfill, which is enough to cover more than 2,800 regulation football pitches. With the use of recycled polyester, Nike is also cutting the energy used in the entire process by 30%.

Juventus and JEEP

Since the 2012-2013 season, the Jeep® brand has joined fans around the world, supporting Juventus as its official partner. Appearing on the black and white jersey, the brand conveys all its passion for football and shares common values such as integrity, solidity, honour-

ing commitments, transparency, precision and reliability. As a Fiat Chrysler Automobiles (FCA) company, Jeep is concerned with environmental issues, valuing diverse cultures and experience and sharing sustainability principles with its partners.

Juventus and BWIN.PARTY

Under the title "Making responsibility real", the company is committed to doing what is right for players, stakeholders, society and business because online gaming involves real interactions, with real people in real time. This approach involves creating evidence-based solutions for a safe and innovative gaming environment (in collaboration with a range of experts) and implementing policies and practices that actually work.

BWIN.PARTY values a gaming environment that is founded on the spirit of fair play. This is important to customers and for the long-term prosperity of our business, because customer trust is reliant on fair and accurate services that do not mislead as well as the company's ability to actively monitor games and prevent fraud and manipulation between players.

Juventus and BALOCCO

The company, which is a leader in the Italian confectionery industry, invests heavily in the quality of its products and in improving consumers' awareness of the right, healthy food choices, which are essential in sport.

The partnership between Juventus and Balocco, established in the 2010/2011 season, was renewed in May 2014. The two-year agreement was signed at the Juventus Stadium's Agnelli Club.



Juventus and HANWHA

Hanwha is a global supplier of comprehensive solar energy solutions and a leading manufacturer of silicon ingots, and photovoltaic cells and modules. The company has a strong international presence, working closely with its US-based Research and Development centre and with the group's downstream segment, Hanwha SolarEnergy, to expand the group's solar energy operations in North America, Europe,

Asia and other countries. It is committed to environmental responsibility and sustainability, taking a leading role in the voluntary photovoltaic recycling programme and in various community development programmes. Hanwha associates its brand with Juventus, considering sport as a template for a healthy lifestyle in keeping with renewable, environmentally sustainable solar power on the global market.

Juventus and SAMSUNG

Juventus is partnered by Samsung, one of the world's most innovative technology companies, a global brand leader on the electronic consumer market and the Club's premium technological partner. The partnership is based on a mutual desire to work together, creating the means and initiatives for supporters and Italian consumers to enjoy and

share their passion for football. Samsung brand visibility will be guaranteed by displaying the logo on most of the Club's communication channels/media, including its website and the Samsung brand in LEDs around the pitch at the Juventus Stadium and Juventus Training Centre.

Juventus and TRUSSARDI

Juventus and Trussardi, two companies that share values such as a long-standing tradition, prestige, vibrancy, creativity and a desire to bring new life to the two worlds of fashion and football and which have always been standard setters for Italian success

abroad, announced the renewal of their partnership. The "greyhound" brand has designed the team's wardrobe for this and next season, with clothing reflecting the effortless elegance and fine tailoring that are hallmarks of this prestigious brand.

Juventus and VENETO BANCA

Veneto Banca invests in solidarity, financing projects to support communities and local areas. Veneto Banca has chosen Juventus because it believes in the values of sport: loyalty, courage and a sense of belonging. This affinity of values is one of the reasons why Veneto Banca has been a Juventus sponsor for several seasons. Joint initiatives include the project "La solidarietà è di rigore"

(A Strike for Solidarity): for every penalty kick awarded in a match played by Juventus, the bank's foundation "Veneto Banca Fondazione" will give the Associazione Amici del Rene di Vicenza (Vicenza Kidney Support Association) a sum towards research and improving assistance for people affected by kidney disease.

RELATIONS WITH INSTITUTIONS

Juventus comes into contact with football associations (UEFA, FIGC) and non-sporting institutions (UNESCO, UNESCO Centre at Turin, Turin Municipality) on a daily basis, and is actively involved with them.



Juventus and UNESCO

Juventus, along with UNESCO, has chosen to finance a research project to analyse the link between discrimination and barriers to inclusion in sport around the world. The research results will be a useful assessment tool for all stakeholders in a sport which has spent years fighting racism and discrimination in general.



These are global problems – said Eric Falt, Assistant Director General for External Relations and Public Information at UNESCO – but at present, no in-depth research has been conducted on these issues, to understand their roots and dissemination. The research that UNESCO will conduct thanks to Juventus, will fill a knowledge gap and analyse the extent and nature of the problem, to understand how and when it occurs and what can be done together to eradicate it. We hope the results will be published in 2015 at the latest and can form the basis for other activities.

Juventus and THE TURIN UNESCO CENTRE

Juventus has been actively involved for years with the UNESCO Centre in Turin, in preventing all forms of discrimination in football, since its “Un calcio al

Razzismo” project (Kick Out Racism) in 2009, to improve young people’s awareness of this issue.

Juventus and THE CITY OF TURIN

To complete the Juventus Stadium Project, the Club promoted and privately oversaw redevelopment in some outer city areas of Turin. Based on the Integrated Intervention Programme signed with the City of Turin in March 2009,

Juventus developed works for roads near the stadium, built new cycle lanes and redeveloped the Turin ring road Venaria exit, at the same time as it built the stadium. The project can therefore be defined as being on an urban scale.

SUPPORT FOR THE COMMUNITY

Besides promoting important initiatives for young people such as “Gioca con me” (Play With Me) to help disadvantaged children take part in Juventus’ soccer school schemes and “Un calcio al razzismo” (Kick Out Racism), the Club works with the **Fondazione Piemontese per la Ricerca sul Cancro** (Piedmont Cancer Research Foundation), making a significant contribution to the fight against cancer with the development of a new cancer centre – the Candiolo Institute – which will combine scientific research with clinical practice, providing oncological patients with the best human and technological resources available today.

The project with **Fondazione Crescere Insieme al Sant’Anna** (Growing together with Sant’Anna) is nearing completion. Established in 2005 with the support of the Club and the involvement of the Regina Margherita-Sant’Anna Hospital Trust in Turin, the main objective of the project has been to raise funds to:

- Renovate the neonatal unit at Sant’Anna hospital
- Modernise equipment
- Promote staff training
- Increase awareness of treatment available
- Promote scientific neonatal research

With this renovation and expansion, an efficient, yet friendly, reassuring and comfortable unit has been created, with structural and organisational solutions to promote a more human side and an awareness of treatments and the mental and physical wellbeing of patients, i.e. children and families, and of everyone who works at the unit on a daily basis.

The unit is based on the two main concepts of: “care” and “family-centred care”, which consider patients on a global level and ensure continuity in their daily life, in a unit which is often not a joyful place.

This approach gives parents greater access to the unit, and makes the unit itself more human and treatment more personalised. Parents must be involved 100% in the hospital stay of their child and the love and attention of the family, along with constant physical contact (“kangaroo mother care”), are some of the most important aspects in looking after a critically ill newborn baby.

The Juventus team has been committed to this project, over the years, becoming its testimonial, with Pavel Nedved, and now Claudio Marchisio, lending their image to the initiative. In the past, Juventus has supported numerous projects and organisations, including:

- the **Salesians of Don Bosco**: support for building the Shelter Home for non-EU migrant children at Don Bosco Missions, to promote training and volunteer work, help with schooling and to provide another centre, in Thailand, for children orphaned after the earthquake that hit Asian regions.
- **Turin University**: support in establishing a training course for youth sports sector management, combining the skills of industry trainers and professionals and promoting research into sports organisation management.
- **Associazione Gruppi di Volontariato Vincenziano**: support for the Shelter for mothers in need, set up by this association (Vincenziano Voluntary Organisations Association) and named after Edoardo Agnelli.
- **Un Sogno per il Gaslini**: support for the project (A Dream for the Gaslini Hospital) to restore the Abbey of San Gerolamo inside the grounds of the Gaslini Hospital in Genova, thanks to the work of Juventus’ supporters who raised a total of 2.5 million euros. The remaining 2 million euros necessary to complete the project were donated by the Gaslini family. The Abbey has now been turned into a place where children at the hospital, along with their families, can study and play.

SUPPLIERS

The Club’s partnerships with suppliers are based on trust, quality, competitiveness, professionalism and fair competition. Juventus also expects its suppliers to behave according to the principles in its *Code of Ethics* and requires them to present various documents and certification, including: Environmental Management System certification (ISO 14001), Quality Management System certification (ISO 9001), Occupational Health and Safety Management System certification (OHSAS 18001) and their own *Code of Ethics*.

Each year, Juventus purchases goods and services from approximately 1,000 suppliers based in Italy and abroad. In the 2013/2014 season, the Club sourced materials and services totalling 61.6 million euros (-2.2% compared to the previous year).

Juventus has not analysed its suppliers in terms of sustainability. For this reason, it has set up an online portal during the 2013/2014 season where suppliers can register. The registration information gives Juventus an overall picture of its suppliers, i.e. size, geographic distribution, categories of goods, certifications obtained, occupational safety procedures and plans, etc.

The Club also acknowledges that its commitment to becoming a football company which is even more sustainable goes hand in hand with stronger working relationships with some of its suppliers. This means that in most cases real partnerships are forged in the long term, to achieve shared sustainability goals. Over the years, numerous suppliers of the Club have become sponsors, consolidating the close relationship between them and Juventus.

Suppliers may be directly involved in different areas of sustainable management, for example:

- Transport for Juventus teams
- Occupational health and safety of staff working at the Juventus Stadium
- Public safety and the stewarding service for supporters
- Energy supplies (Continassa Project)



! THE VIEWPOINT OF EXTERNAL STAKEHOLDERS

Juventus' ability to focus on both sporting and financial results is extremely important for its sponsors. Even before UEFA directives required football companies to balance their accounts, Juventus was aware of this issue, adopting a rational approach to spending despite operating in a highly competitive sector.

Juventus is highly professional in managing sponsors, and one of the best in this field in Italy. Suppliers see Juventus as highly focussed on quality, capable of encouraging suppliers on an ongoing basis and extremely transparent. However, selection parameters and supply chain control could certainly be improved.

Juventus' commitment to safety at the stadium is admirable: from simulating an evacuation to improving safety standards with the use of stewards. Juventus should however focus more on

player transport and on the impact it creates on the environment, and on how supporters travel, where possible.

Numerous requests have been made to set up partnerships with organisations to make it easier for supporters to travel to/from the stadium on match days: from services to pick up supporters in strategic areas of the city or from areas outside the city, to combined extra-urban and urban public transport tickets, which are cheaper than using private transport.

The Club is not seen as being directly responsible for the environmental impact that supporters cause, nor for the disturbance to people living in areas near the stadium. However it is important for Juventus to be actively involved with organisations that have the means to take action, and specifically the City of Turin.

AREAS FOR IMPROVEMENT

Juventus' first sustainability report has allowed it to map all activities it has been involved in over the last few years over and above the success of the company and the team on the pitch. This has helped to build a clear picture of the current scenario, highlighting the strengths and weaknesses of the company.

With this overview, Juventus has chosen to continue its sustainability challenge, in a few, simple steps:

- Continually engaging with its stakeholders
- Defining a company strategy that can identify increasingly concrete objectives, year after year
- Meeting GRI disclosure standards, to an even greater extent, in order to keep up with international best practices

With the increasing involvement of top management and the work achieved last year, Juventus believes it has the means to identify macro areas for improvement, which will be further defined in the sustainability strategy to be developed in future months, thanks to feedback on this first sustainability report. Each area will have more or less concrete objectives depending on the level Juventus is at today.

STADIUM

- Start procedures to obtain certification for major events at the Juventus Stadium, guaranteeing guests a functional, safe venue

YOUNG PLAYERS

- Suggest training initiatives on more urgent issues (from nutrition to involuntary doping), to be defined year by year
- Give young players the chance to have psychological support to assist them at difficult times
- Assign a mentor to young players who are boarders
- Involve sport technicians in the college's class committee, giving them an advisory role, so that teachers have a complete overview of each pupil
- Assist the education of young players at the Juventus College, guaranteeing continuity if they are transferred to another Club
- Assign dedicated staff to the Primavera Team, to make it a second team independent of the youth sector, from the 2014/15 season onwards
- Invest further in the issue of nutrition, assigning a nutrition expert to the Primavera Team and Youth Sector.



**RACIAL
DISCRIMINATION**

- Publication of the research project – promoted in conjunction with UNESCO – analysing the link between discrimination and opposition to inclusion in sport
- Promoting information on and awareness of the issue during industry events and initiatives

**FINANCIAL
SUSTAINABILITY**

- Build on improving financial performance achieved during the previous three financial years

**HUMAN
RESOURCES**

- Become a training body for stewards recognised by the Ministry of the Interior
- Engage further with the City of Turin/Turin Transport Group to facilitate the post-match journeys of stewards using public transport
- Invest further in giving the company an international dimension and in developing a multinational mindset, also through specialist training
- Promote training for middle management, for individuals who work at the stadium and in technical areas

SUPPORTERS

- Improve relations between supporters and the Club, by:
 - Establishing a more effective “customer management” system
 - Working on the SLO (Supporter Liaison Officer) programme to improve supporter/club relations
 - Developing an online platform for all information about the stadium and its events

**ENVIRONMENTAL
IMPACT**

- Continue work to redevelop the Continassa area, in preparation for the relocation of some activities to this area in 2017

SUPPLIERS

- Produce detailed analysis of suppliers based on information being collected from the dedicated portal
- Improve service supplier/Club relations in the medium term, by optimising the portal for online contracts
- Revise supplier selection parameters, reconsidering the weight of sustainability factors

GRI CONTENT INDEX (CORE)

This table shows the correspondence between standard disclosures required by the new Global Reporting Initiative guidelines (GRI G4) and the contents of this report. The information corresponding to each GRI indicator is shown in the “Contents” column, with the relative page number of this report.

Where appropriate, reference is made to the Annual Financial Report at 30 June 2014 (indicated as AR in the table) and to the Corporate Governance and Ownership Structure Report (at 30 June 2014), both available on the Juventus website. With the exception of data from the financial report, the information in this report has not been audited by an independent organisation, as explained in the Note on Method.

GENERAL STANDARD DISCLOSURES		
GRI Guidelines	Contents (references or direct response)	External assurance
Strategy and analysis		
G4-1 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	page 5	No
Organizational profile		
G4-3 Report the name of the organization	Juventus Football Club SpA	No
G4-4 Report the primary brands, products, and services	AR (“Company Profile”)	No
G4-5 Report the location of the organization's headquarters	Corso Galileo Ferraris, 32 – 10128 Torino	No



G4-6 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	Italy	No
G4-7 Report the nature of ownership and legal form	page 53 AR (Notes, "General information on the Company")	No
G4-8 Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	AR ("Company profile" and Notes, "Significant accounting principles – Segment information by business line and geographic area")	No
G4-9 Report the scale of the organization	pages 53, 65 and 66 AR ("Analysis of 2013/2014 Financial Statement results", "Revenues" and "Human Resources and Organisation")	No
G4-10 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	pages 65 and 66 AR ("Human resources and Organisation")	No
G4-11 Report the percentage of total employees covered by collective bargaining agreements	page 66	No
G4-12 Describe the organization's supply chain	pages 86 and 87	No
G4-13 Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	None	No
G4-14 Report whether and how the precautionary approach or principle is addressed by the organization	As the organisation's environmental impact is limited, the precautionary principle is not formally addressed.	No
G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	page 51	No
G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> · Holds a position on the governance body · Participates in projects or committees · Provides substantive funding beyond routine membership dues · Views membership as strategic 	European Club Association Federazione Italiana Giuoco Calcio Lega Professionisti Serie A	No



Identified material aspects and 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	Juventus does not have subsidiaries or affiliates, so all company activities are performed by the legal entity Juventus SpA (page 14)	No
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 10	No
G4-19 List all the material Aspects identified in the process for defining report content.	page 14	No
G4-20 For each material Aspect, report the Aspect Boundary within the organization	page 14 and in the introduction to each chapter	No
G4-21 For each material Aspect, report the Aspect Boundary outside the organization	pages 14, 15 and in the introduction to each chapter	No
G4-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	None	No
G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	n.a. (as this is the first sustainability report)	No
Stakeholder engagement		
G4-24 Provide a list of stakeholder groups engaged by the organization	page 11	No
G4-25 Report the basis for identification and selection of stakeholders with whom to engage	page 10	No
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	pages 11–12	No
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 13 "The viewpoint of external stakeholders" in each chapter	No



Report profile		
G4-28 Reporting period (such as fiscal or calendar year) for information provided	Note on Method	No
G4-29 Date of most recent previous report (if any)	n.a. (as this is the first sustainability report)	No
G4-30 Reporting cycle (such as annual, biennial)	Note on Method	No
G4-31 Provide the contact point for questions regarding the report or its contents	Note on Method	No
G4-32 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.	page 90	No
G4-33 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.	Note on Method	No
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.	page 64 Corporate Governance and Ownership Structure Report (all sections)	No
Ethics and integrity		
G4-56 Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	page 65	No

SPECIFIC STANDARD DISCLOSURES			
Material aspects	DMA and indicators	Omissions	Assurance
Economic performance	G4-DMA: pages 51, 52 and 53 G4-EC1: page 54		No
Anti-corruption	G4-DMA: page 59 G4-SO3, G4-SO4: page 61		No
Customer health & safety	G4-DMA: pages 25, 26 and 27 EO7: page 30		No
Other material topics	Indicators	Omissions	Assurance
Health and anti-doping	G4-DMA: page 19		No
Youth development	G4-DMA: pages 33 and 34		No
Anti-racism	G4-DMA: pages 39 and 40		No
Fair play on the pitch	G4-DMA: pages 45 and 46		No
Governance & ethics	G4-DMA: pages 71 and 72		No
Supporters	G4-DMA: pages 71 and 72		No
Environment	G4-DMA: page 77 G4-EN3, G4-EN8: pages 79 and 78		No



By

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2013/2014 SEASON



Juventus Football Club
Year One Report

